

**AMBERTON UNIVERSITY**  
**SYLLABUS FOR LECTURE/CLASSROOM COURSE**

**MGT6203. 21 Strategic Management**  
**SPRING 2020**  
**Location: Frisco**

**PROFESSOR INFORMATION:**

Name: Dr. Adam Guerrero  
Phone Number: 972-279-6511 ext. 143  
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Office Location: Garland  
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**COURSE INFORMATION:**

MGT6203. 21 Strategic Management  
Level: Graduate  
Beginning Date of Session: Saturday, March 14, 2020  
Ending Date of Session: Thursday, May 21, 2020  
The first class meeting is **Wednesday, March 18, in Room F3 (Frisco)**

All Monday-Thursday lecture classes begin promptly at 6:30 p.m.  
All Saturday lecture classes begin promptly at 8:30 a.m.

**COURSE PREREQUISITES:**

Twelve hours of 5000/6000 level BUS, ECO, FIN, MGT, MKT.

**TEXTBOOK(S) AND REQUIRED MATERIALS:**

Title: Strategic Management: Concepts  
Author: Frank Rothaermel  
Publisher: McGraw-Hill Education  
Year Published: 2016  
Edition: 3rd  
ISBN: 10: 1259420477 or 13:9781259420474  
Price: Available at <http://amberton.ecampus.com>

Amberton University has an agreement with eCampus.com to provide a full-service online bookstore to students. The Amberton University Virtual Bookstore is accessible through the University's website, [www.Amberton.edu](http://www.Amberton.edu). There is also a bookstore link in the Student Portal.

The AU Virtual Bookstore provides an easy to use interface, online buyback of books, and same day shipment of most titles with an average delivery time of 2-3 days depending on the student's location. Textbook options include new, used, rental, and electronic media as available.

Since no books are sold on campus, students should plan accordingly and purchase their books in advance of the first day of class, allowing time for shipping. Be certain you are enrolled in the course before purchasing your book(s). All textbook information (Title, Author, ISBN, etc.) is available in course syllabi so students can shop competitively. Most textbooks can be purchased from many different textbook vendors. Some textbooks may only be available on the University's Virtual Bookstore. Students should be careful to obtain the exact resource(s) required for the course.

**APA Requirement**

APA (American Psychological Association) style is most commonly used to cite sources within the social sciences. This resource, revised according to the 6<sup>th</sup> edition, second printing of the APA manual, offers

examples for the general format of APA research papers, in-text citations, endnotes/footnotes, and the reference page. For more information, please consult the *Publication Manual of the American Psychological Association*, (6<sup>th</sup> ed., 2<sup>nd</sup> printing). All coursework at Amberton University will comply with the standards contained in the APA Publication Manual.

### **COURSE COMPETENCIES:**

The following represents the course competencies for this class. Competencies are equivalent for all lecture and distance learning courses. Following each competency is the assignment used to gain mastery of this area of study.

The course presents the functions of management in the formulation of strategic policies, goals, objectives, and procedures relative to organizational effectiveness. Topics include theories of strategic planning, internal and external factors in strategic planning, strategic planning relative to goals, forecasting techniques, and analyzing and evaluating change.

### **UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:**

1. Examining the key concepts associated with the field of Strategic Management.
2. Identifying organizational strengths, weaknesses, opportunities, and threats.
3. Discussing the major issues associated with gaining acceptance of the strategic planning process.
4. Profiling factors that influence the internal and external environments of a strategic management system.
5. Identifying organizational structures that are compatible with stated organizational directions.
6. Discussing environmental and forecasting techniques utilized in the corporate planning process.
7. Discussing industrial competition and identifying approaches for creating defensible boundaries.
8. Explaining the role of corporate alternatives in positioning an organization for the present and future.
9. Understanding the concept of portfolio matrix and the establishment of strategic business units.
10. Evaluating strategic alternatives in regard to organizational competence and resources.
11. Describing techniques for integrating the functional areas of a business with strategic business units.
12. Identifying and analyzing information sources used in the development of a strategic plan.
13. Analyzing and evaluating the effectiveness of corporate and business level strategies.
14. Evaluating financial ratios and financial statements and their impact on an organization's operations.
15. Evaluating marketing agendas and how it complies with the organization's strategy.

### **COURSE POLICIES:**

#### **Weekly Assessments:**

Each week begins on a Saturday and ends on Friday. All assessments must be submitted before midnight Friday night unless otherwise stated. Assignments will be comprised of chapter questions, in-class discussions, peer facilitator groups over chapters, in-class activities, and a Harvard case study. Detailed directions for all assignments will be discussed in class and/or provided in Moodle. Finally, students will also complete three competency-based examinations.

#### **Late Assignments:**

Since students have been provided with advanced notice of due dates for all assignments, late work will normally not be accepted. If for some reason a student has a valid excuse with documentation, late work may be accepted for partial credit (the max grade will be set to a fraction of the lowest grade for work completed on time). Before requesting an extension, please email your professor a valid excuse with documentation, at which point a meeting will be scheduled.)

#### **Student's Responsibilities**

This syllabus contains information, policies and procedures for a specific course. By enrolling, the student agrees to read, understand and abide by the policies, rules, regulations, and ethical standards of Amberton University as contained in the current university catalog and schedule of classes.

#### **Attendance Policy:**

Regular and punctual class attendance is expected at Amberton University. In case of absence, it is the student's responsibility to contact the professor as soon as possible. If a student intends on withdrawing from a course, it is the student's responsibility to follow the university's policy on formally withdrawing from a course. Ceasing to attend does not constitute official withdrawal.

Attendance in a lecture course is defined as punctual arrival to, and engagement in, an entire lecture class session. A student in a lecture course missing more than 20% (two class periods) of the class meetings and not keeping up with course assignments may be dropped at the discretion of the professor and Amberton administration.

**Plagiarism Policy**

Plagiarism is using another person's work as your own. Plagiarism is a violation of the University's code of student ethical conduct and is one that is taken seriously. Amberton University operated on an honor system, and honesty and integrity are essential characteristics of all who are associated with the institution. All Amberton University students are expected to abide by the honor system and maintain academic integrity in all of their work. Amberton University and its instructors monitor student work for plagiarism and reserve the right to submit such work to technology-based anti-plagiarism services and applications at any time.

**COURSE DELIVERY METHODOLOGY:**

This course is offered as a Lecture/Classroom course. This course requires that students meet a designated time in the classroom.

**In-Class Participation:**

Constructive class contribution includes being on time, present, engaged, and professional. For a portion of each class, students will be expected to participate in student-led discussions by asking questions, sharing examples, presenting arguments, and providing work-based applications. Student engagement and work in facilitator groups comprises a significant portion of your overall grade, so please take it seriously – the typical approach we will follow will be to assign chapters to facilitator groups for discussion in small and/or large groups. Here are some pointers – for each reading, write down relevant questions, applications, examples, and arguments, and share these insights with your peers each class. Instructor-led, student-oriented lectures will also be used to enhance the learning experience.

**COURSE OUTLINE AND CALENDAR:**

Week	Readings	Course Competencies	Homework	Due Date
1 March 18	Chapter 1 – What is Strategy  Chapter 2- Strategic Leadership: Managing the Strategy Process	1-15	Presentation/Problems • Review PPT presentations for chapters 1 and 2	
2 March 25	Chapter 3 – External Analysis: Industry Structure, Competitive Forces, and Strategic Groups	1, 2, 4, 7	Presentations/Problems • Review PPT presentation for chapter 3  Construct Harvard Case Study Groups	Submit Question Set 1 by midnight Friday night
3 April 1	Chapter 4 – Internal Analysis: Resources, Capabilities, and Core Competencies	2, 4, 10, 11, 12	Presentations • Review PPT presentation for	Exam 1 must be completed by midnight Saturday night

			<p>chapter 4</p> <p>Google Inc. Case Study</p> <ul style="list-style-type: none"> <li>• Work in Groups on Harvard Case</li> </ul> <p>Exam 1 (Chapters 1-4)</p>	
4 April 8	Chapter 5 – Competitive Advantage, Firm Performance, and Business Models	5, 6, 7, 8, 11	<p>Presentations/Problems</p> <ul style="list-style-type: none"> <li>• Review PPT presentation for chapter 5</li> </ul> <p>Google Inc. Case Study</p> <ul style="list-style-type: none"> <li>• Work in Groups on Harvard Case</li> </ul>	Submit Question Set 2 by midnight Friday night
5 April 15	<p>Chapter 6 – Business Strategy: Differentiation, Cost Leadership, and Blue Oceans</p> <p>Chapter 7 – Business Strategy: Innovation and Entrepreneurship</p>	8, 10, 13, 15	<p>Presentations</p> <ul style="list-style-type: none"> <li>• Review PPT presentations for chapters 6 and 7</li> </ul> <p>Google Inc. Case Study</p> <ul style="list-style-type: none"> <li>• Work in Groups on Harvard Case</li> </ul>	Milestone 1 (do in class): Construct Google Inc. Case Study Groups (4 students max per group)
6 April 22	Chapter 8 – Corporate Strategy: Vertical Integration and Diversification	13, 14, 15	<p>Presentations</p> <ul style="list-style-type: none"> <li>• Review PPT presentation for Chapter 8</li> </ul> <p>Exam 2 (Chapters 5-8)</p>	Exam 2 must be completed by midnight Saturday night
7 April 29	Chapter 9 – Corporate Strategy: Strategic Alliances, Mergers, and Acquisitions	10, 11, 13, 14	<p>Presentation/Problems</p> <ul style="list-style-type: none"> <li>• Review PPT presentation for chapter 9</li> </ul> <p>Google Inc. Case Study</p> <ul style="list-style-type: none"> <li>• Work in Groups on Harvard Case</li> </ul>	Submit Question Set 3 by midnight Friday night
8 May 6	Chapter 10 – Global Strategy: Competing Around the World	1-15	<p>Presentations</p> <ul style="list-style-type: none"> <li>• Review PPT presentation for chapter 10</li> </ul> <p>Google Inc. Case Study</p> <ul style="list-style-type: none"> <li>• Work in Groups on</li> </ul>	Milestone 2: Submit working problem statement, executive summary, and presentation outline before class

			Harvard Case	
9 May 13	Chapter 11 – Organizational Design: Structure, Culture, and Control  Chapter 12 – Corporate Governance and Business Ethics	9, 11, 13, 14, 15	Presentation/Problems <ul style="list-style-type: none"> <li>Review PPT presentations for chapters 11 and 12</li> </ul> Google Inc. Case Study <ul style="list-style-type: none"> <li>Work in Groups on Harvard Case</li> </ul> Exam 3 (Chapters 9-12)	Submit Question Set 4 by midnight Friday night  Complete Exam 3 by Midnight Saturday Night
10 May 20	Preparation for Final Exam	1-15	Google Inc. Case Study <ul style="list-style-type: none"> <li>Complete Google Inc. Case Study</li> </ul>	Present Final Cases During Last Class  Exam 3 must be completed by 5pm Central Standard Time (CST) Tuesday, May 19

### GRADING CRITERIA:

Activity	Deliverable	Points
<b>Problem Sets</b>	Weekly Question Set or Online Quiz	4 at 6% Each for 24%
<b>Google Inc. Written Case/Presentation</b>	Written Case (6p to 10p Max)	1 at 24%
<b>Harvard Case Milestones</b>	Project Milestones	2 at 2% Each for 4%
<b>Exams</b>	Competency-Based Exams	3 at 12% Each for 36%
<b>In-Class Participation</b>	Facilitation and Participation	1 at 12%
		<b>Total = 100%</b>

Graduate	
92 – 100	A
82 – 91	B
72 – 81	C
62 – 71	D
Below 62	F

### GRADE NOTIFICATION AND INSTRUCTOR FEEDBACK:

Each assignment/exam submitted will be reviewed, graded and return to the student in a timely manner, along with appropriate commentary.

Final grades are mailed approximately one week after the last day of the session to the student's address of record. Amberton University staff will not release grades over the phone. University instructors will not leave a message with comments or grades in any type of media that is not secure.

For questions regarding grades after the semester has ended, students should use their email account and contact the instructor at the faculty email address as provided above in *Professor Information* area.

### ***Incomplete Grades***

An “I” (incomplete grade) is given at the discretion of the professor and may be given only when an emergency or illness prevents the student from completing course requirements. Should an “I” be granted, the student has 30 days from the end of the session to complete the conditions of the incomplete. An “I” which is not properly removed within 30 days following the session enrolled will become an “F” grade.

### ***How to Withdraw From a Course***

To be official, the class withdrawal must be in writing and signed by the student requesting the withdrawal; no withdrawal is accepted verbally. Please review the “Schedule of Classes” (online or in-print) for procedures for class changes or withdrawals and the refund policy and schedule.

### **COURSE COMMUNICATIONS:**

This course is offered as a lecture course; however, several technological options are available to faculty and students that can enhance communication both during the session and after the session has ended. The **Student Portal** is the gateway to email, Remote Research, General Tools and Electronic Instructor Folders (FTP). The Student Portal may be accessed through a link on the University’s website, <http://www.Amberton.edu>, or at <http://apps.Amberton.edu>.

After selecting the “Student Portal” link, you will be prompted for a Username and Password. Use your assigned **username and password** (AUID) as described below:

**Username** = your capitalized firstname **initial**+lastname+last 3 digits of your SSN.

\* Use your name exactly as it is listed on the University’s records, including any suffixes or hyphenations, such as Jr, Sr, or II, as a part of your username.

For example: James Jones, Jr. SSN: 123-45-6789  
Username: JJonesJr789

**Password** = your Amberton University ID# (AUID) **including the dashes**

For example: 04-999-999

Once your login has been validated, you may select from a variety of menu options, including online course materials, email access, Remote Research, General Tools, all Syllabi, Research Tutorials and Electronic Instructor Folders (FTP).

### **Email Communication**

Each student enrolled is assigned an Amberton email account, which gives the student access to the Amberton email system ([my.Amberton.edu](mailto:my.Amberton.edu)). This email account is provided by Google Apps for Education. Students are encouraged to check their email regularly for University news, notices, and to communicate with instructors.

The student’s assigned email address would be Username@my.Amberton.edu

Example: LJones-Smith789@my.Amberton.edu

The student Username is determined by:

firstname initial+lastname+last 3 digits of student ssn.

For example: Linda Jones-Smith    SSN: 123-45-6789  
Email Address = LJones-Smith789@my.Amberton.edu

Students will be prompted for a Username and Password when accessing their email account. Use the Username portion of the email address as the username (Example: LJones-Smith789) and your Amberton ID# (including the dashes) as the password.

If you already have a Google gmail account, you might be prompted to add this account to your current settings. Click 'Yes' and you will be logged into your my.Amberton.edu email account. It will be a separate email account from your personal gmail account.

If you need assistance with your email account, please visit <https://support.google.com/mail>

**(Lecture Faculty utilizing the Moodle system must use the below paragraph, otherwise delete this section entirely.)**

#### ***The Amberton University Moodle Website***

Students enrolled in this course will also be using the Moodle Learning Platform, with access available through the Student Portal or by going to: <http://moodle.Amberton.edu>

For those utilizing Moodle for the first time, the **username and password** for the Moodle Learning Platform will be emailed to the student's email account prior to the start of the course. For those returning to Moodle who do not remember their username and password, click on the link "*Forgotten your username or password*" available on the Moodle log in page (<http://moodle.Amberton.edu>). Otherwise use the same username and password as previous session.

#### **Moodle Tutorial:**

Upon successful log in and access to the Moodle learning platform, there is a *Student Moodle Tutorials* course available, to learn about the basics of Moodle. Simply click on the link for the *Student Moodle Tutorials* and read through the various learning topics: Navigating; Communicating; Assignments & Exams; Grades; and Student Resources.

#### **COURSE EVALUATION:**

Each session, all Amberton students are requested to evaluate their courses. The evaluation process is an important one and provides students with an anonymous and confidential way to give meaningful feedback to the University. Summary information and comments are provided to faculty after the close of the session. Students' identities are not disclosed.

Students will be notified through the Amberton email system of the Course Evaluation procedures. Usually, the evaluations take place in class during week 9 of the session. Please take advantage of this opportunity and participate in the evaluation process.

#### **TEXAS EDUCATION AGENCY COMPETENCIES:**

This course addresses the School Counselor Competencies set forth by the Texas Education Agency. These competencies are listed by course on the University's ftp site ([ftp://ftp.amberton.edu/csinfo/AU\\_TEA](ftp://ftp.amberton.edu/csinfo/AU_TEA)).

#### **ACADEMIC HONESTY/PLAGIARISM:**

Plagiarism is the presentation of someone else's information as though it were your own. If you use another person's words, ideas, or information or if you use material from a source – whether a book, magazine, newspaper, business publication, broadcast, speech, or electronic media – you must acknowledge the source. Failure to do so violates Amberton University's ethics policy.

#### **RECOMMENDED ONLINE SOURCES:**

Online research resources are available through “Research Tools Database”, accessible through the Student Portal, under “General Tools.”

### **RESEARCH TUTORIALS:**

Online research resources are available through “Research Tools Database”, accessible through the Student Portal. (For additional assistance, students may access the “Research Tutorials” link located in the General Tools area on the Student Portal.) Access the Portal by clicking “Student Portal” from the University’s website. You must know your Amberton ID to access the Portal.

### ***Library Live Chat Feature***

The website allows for a live chat feature with librarians on the library pages. This service allows students to connect with librarians on questions regarding resource assistance, searching data bases and access to library services. [www.amberton.edu/current-students/library/index.html](http://www.amberton.edu/current-students/library/index.html)

### **BIBLIOGRAPHY:**

Research resources are available through the University’s physical library and the online virtual library. Students may search for books, periodicals, and online sources pertaining to subjects covered in this course.

The physical library contains a specialized collection of research materials specifically chosen to support the degrees and courses offered at Amberton. Interlibrary loan and document delivery services are available. The TexShare Card offers borrowing privileges in libraries all across the state of Texas. Students with research questions or questions about Library services are encouraged to visit the University physical Library or email their questions to [library@Amberton.edu](mailto:library@Amberton.edu).



In management, the concept of strategy is taken in more broader terms. In simple terms, strategy means looking at the long-term future to determine what the company wants to become, and putting in place a plan, how to get there. MBA Knowledge Base > Strategic Management > The Concept of Strategy. The Concept of Strategy. The top management of an organization is concerned with the selection of a course of action from among different alternatives to meet the organizational objectives.

“The Essentials of Strategic Management” provides us with a short, concise explanation of the most important concepts and techniques in strategic management. It is a rigorous explanation of many topics and concerns in strategic management. These concepts are clearly explained by citing various examples. Precisely the book deals with the following. • A strategic decision-making model based on the underlying process of environmental scanning, strategy formation, strategy implementation and evaluation and control. • Study in detail about Strategic Management Concepts, Strategic Decisions, Strategy Statement etc. Strategic Management is all about identification and description of the strategies that managers can carry so as to achieve better performance and a competitive advantage for their organization. An organization is said to have competitive advantage if its profitability is higher than the average profitability for all companies in its industry. Strategic Management is basically a continuous process of identifying and describing the strategies of an organization, which managers use for achievement of better performance and gaining competitive advantage for the organization. This tutorial deals with the basic concepts in strategic management, covering some of the important theories and related examples associated with the topic. Audience. Strategic Management is all about the process of formulation and implementation of these strategies which are designed to achieve specific objectives. Strategic Management. By Manish Sharma Last updated on Oct 4, 2019 5621. The term “Strategy” can be defined in many ways but the concept is the same - “Achieving Maximum profit/success/value with minimum impact/cost/time”. Though theoretically it can be defined as-. A way of achieving an organization’s objectives and implementing its missions. Strategic management strategies consist of five basic strategies and can differ in implementation depending on the surrounding environment. Strategic management applies both to on-premise and mobile platforms. Benefits of strategic management. Strategic management is generally thought to have financial and nonfinancial benefits. A strategic management process helps an organization and its leadership to think about and plan for its future existence, fulfilling a chief responsibility of a board of directors.

In the field of management, strategic management involves the formulation and implementation of the major goals and initiatives taken by an organization's top managers on behalf of owners, based on consideration of resources and an assessment of the internal and external environments in which the organization operates. Strategic management provides overall direction to an enterprise and involves specifying the organization's objectives, developing policies and plans to achieve those objectives, and Strategic Management is the identification and illustration of the strategies that management implements in order to attain superior financial results for their organization, especially, in comparison to the competitors in the same industry. Strategic management can also be observed as the set of decisions undertaken by a manager impacting the results of the organization's competitive performance. Following are the other important concepts of Strategic Management: Environmental Scanning, BCG Matrix Strategic Management is a stream of decisions and actions which lead to the development of an effective strategy or strategies to help achieve corporate objectives. Strategic Management Meaning and Concept. Strategic Management is a stream of decisions and actions which lead to the development of an effective strategy or strategies to help achieve corporate objectives. The Strategic Management process is the way in which strategists determine objectives and make strategic decisions. Strategic management involves in developing and implementing an organization's competitive strategy to tackle the uncertainty with an integrated approach. Strategic management is the process of decision making and planning which leads to the development of an effective strategy to help achieve organizational objectives. In this process, the strategists determine objectives and make strategic decisions. Study in detail about Strategic Management Concepts, Strategic Decisions, Strategy Statement etc. Strategic Management is all about identification and description of the strategies that managers can carry so as to achieve better performance and a competitive advantage for their organization. An organization is said to have competitive advantage if its profitability is higher than the average profitability for all companies in its industry.