MGTR 5321: Management Strategy

Rio Grande College of Business

Spring 2026

Faculty Information

Class: MGTR 5321

Credits: 3

Class Time: Asynchronous

Location: Online Asynchronous

Instructor: Nanette Scarpellini Metz

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Office: Virtual

Office Hours: by request

Phone: 805.908.2575

Course Description

This course equips students with the strategic thinking and decision-making skills necessary for leading organizations in competitive and dynamic environments. Through real-world case studies, industry insights, and analytical frameworks, students will explore key concepts such as competitive advantage, corporate strategy, business model innovation, and strategic execution. Students will engage in strategic simulations, collaborative projects, and executive-level decision-making exercises to refine their leadership capabilities. By the end of the course, students will be able to formulate, implement, and adapt strategies that align with business goals while navigating uncertainty and change.

Course Materials

Ketchen, D., & Short, J. (2025). *Mastering strategic management v4.0.* Flatworld. ISBN: 979-8-88794-405-0

Program Student Learning Outcomes

- PO1: Apply contemporary management theories and practices to create strategies to solve complex business problems.
- PO2: Analyze market trends and leadership approaches to identify opportunities for innovation and growth within an organization.
- PO3: Evaluate talent management and development practices to assess their alignment with organizational objectives and growth strategies.
- PO4: Employ advanced communication strategies and influence techniques to drive organizations goals and change management. (MGTA 5316)
- PO5: Create comprehensive business strategies that incorporate global considerations and digital systems.

Course Student Learning Outcomes

- CSLO1. Evaluate contemporary management and strategic frameworks to diagnose complex organizational challenges and develop evidence-based strategic responses. (PO1)
- CSLO2. Apply strategic management theories and tools to formulate and justify integrated strategies that address organizational performance, competitive positioning, and execution risks. (PO1)
- CSLO3. Analyze internal and external market conditions, including industry dynamics and competitive forces, to identify strategic opportunities and constraints affecting organizational growth. (PO2)
- CSLO4. Assess leadership approaches and managerial decision-making practices to determine their impact on innovation, strategic alignment, and organizational adaptability. (PO2)
- CSLO5. Synthesize management theory, market analysis, and leadership insights to propose strategic initiatives that support sustainable innovation and long-term organizational growth. (PO1 & PO2)

Marketable Skills

Students completing the program will be able to:

- Formulate and implement effective strategies to achieve organizational objectives.
- Analyze market trends to identify opportunities for innovation, growth, and competitive positioning.
- Evaluate workforce capabilities to align talent strategies with business goals.
- Lead change management efforts by communicating vision, urgency, and benefits effectively.
- Evaluate emerging technologies for strategic fit and competitive advantage in a global environment.

Course Assignments and Grading

Overview of Required Assignments	*% of Final Grade*
Strategic Content Brief	15%
Managerial Situation Brief Discussions	50%
Strategic Execution Recommendation Report	35%
TOTAL	**100%**

Late Assignment Statement:

Strategic Content Brief (15% of Final Grade)

Students assume an upper management role in an assigned company and create a professional memo, analyzing executive-defined strategic goals, identifying execution priorities, risks, and sequencing responsibilities appropriate to upper management.

Managerial Situation Discussions (50% of Final Grade)

Structured discussion activities in which students respond to evolving execution challenges within the assigned company in their upper management role. Each discussion requires analysis of the scenario, application of management theory, and realistic upper-management recommendations.

Strategic Execution Recommendation Report (35% of Final Grade)

Students will complete a Strategic Execution Report analyzing execution challenges facing their assigned company as it pursues growth in a complex, operationally intensive environment. The assignment requires students to synthesize analyses developed across Modules 1–6 into a single, executive-level report. The report assumes the assigned company's strategy is directionally sound and concentrates on execution risk, including leadership alignment, organizational structure, culture and incentives, performance measurement, and adaptive response under pressure.

Course Schedule (editable)

Module	Key Topics & Assignments	Readings
1	Foundations of Strategic Management **Due:** • **Discussion:** Introduce Yourself • **Assignment:** Strategic Content Brief	Ketchen, D., & Short, J. (2025). *Mastering strategic management v4.0.* Flatworld. • Ch. 1 Mastering Strategy: Art and Science
2	Strategic Direction: Vision, Mission, and Goals **Due**: • **Discussion 1**	Ketchen & Short, 2025 • Ch. 2.1 Vision, Mission, and Goals

		• Ch. 2.2 Assessing Organizational Performance
3	External Environment and Competitive Pressures **Due**: • **Discussion 2**	Ketchen & Short, 2025 • Ch. 3 Evaluating the External Environment
4	Internal Analysis and Execution Capacity **Due:** • **Discussion 3**	Ketchen & Short, 2025 • Ch. 4 Managing Company Resources
5	Strategic Choices and Organizational Scope **Due:** • **Discussion 4**	Ketchen & Short, 2025 • Ch. 5 Selecting Business-Level Strategies
6	Strategy Implementation and Strategic Control **Due:** • **Discussion 5**	Ketchen & Short, 2025 • Ch. 6 Supporting Business-Level Strategy
7	Strategic Content Brief **Due:** • **Assignment: Strategic Execution Recommendation Report**	
8	Strategic Reflection **Due:** • **Discussion 6**	

ADA Statement

SRSU Accessibility Services. Sul Ross State University (SRSU) is committed to equal access in compliance with the Americans with Disabilities Act of 1973. It is SRSU policy to provide reasonable accommodations to students with documented disabilities. It is the student's responsibility to initiate a request each semester for each class. Students seeking accessibility/accommodations services must contact Mrs. Mary Schwartze Grisham, LPC, SRSU's Accessibility Services Director or Ronnie Harris, LPC, Counselor, at 432-837-8203 or email mschwartze@sulross.edu or ronnie.harris@sulross.edu. RGC students can also contact Alejandra Valdez, at 830-758-5006 or email alejandra.valdez@sulross.edu. Our office is located on the first floor of Ferguson Hall, room 112, and our mailing address is P.O. Box C122, Sul Ross State University, Alpine. Texas, 79832.

Student Responsibilities Statement

All full-time and part-time students are responsible for familiarizing themselves with the Student Handbook and the Undergraduate & Graduate Catalog and for abiding by the University rules and regulations. Additionally, students are responsible for checking their Sul Ross email as an official form of communication from the university. Every student is expected to obey all federal, state and local laws and is expected to familiarize themselves with the requirements of such laws.

AI Policy

The University does not recommend or endorse any specific AI tools or resources. Students should be aware that many generative AI tools (e.g., ChatGPT, Google Gemini, Microsoft Copilot) store user input and may use this data to train future models. For this reason, students should never upload or share personal, confidential, or identifiable information—such as names, ID numbers, health data, or assignment submissions containing such details—into any generative AI platform. When using AI tools, students should verify whether the tool complies with student privacy standards as indicated by the University. Faculty may recommend specific tools that better align with institutional data privacy policies, but ultimate responsibility for data protection rests with users. Students are encouraged to use faculty-recommended platforms when engaging in coursework involving generative AI. The University is not liable for any adverse experience or impact when students interact with these tools.

All assignments should be fully prepared by the student. Developing strong competencies in the skills associated with this course, from student-based brainstorming to project development, will prepare you for success in your degree pathway and, ultimately, a competitive career. Therefore, **ANY** use of generative AI tools to complete **ANY** aspect of assignments for this course is not permitted and will be treated as plagiarism. If you have questions about what constitutes a violation of this statement, please contact me.

SRSU Distance Education Statement

Students enrolled in distance education courses have equal access to the university's academic support services, such as library resources, online databases, and instructional technology support. For more information about accessing these resources, visit the SRSU website.

Students should correspond using Sul Ross email accounts and submit online assignments through Blackboard, which requires a secure login. Students enrolled in distance education courses at Sul Ross are expected to adhere to all policies pertaining to academic honesty and appropriate student conduct, as described in the student handbook. Students in web-based courses must maintain appropriate equipment and software, according to the needs and requirements of the course, as outlined on the SRSU website. Directions for filing a student complaint are located in the student handbook.

Counseling

Sul Ross has partnered with TimelyCare where all SR students will have access to nine free counseling sessions. You can learn more about this 24/7/365 support by visiting Timelycare/SRSU. The SR Counseling and Accessibility Services office will continue to offer in-person counseling in Ferguson Hall room 112 (Alpine campus), and telehealth Zoom sessions for remote students and RGC students.

Libraries

The Bryan Wildenthal Memorial Library and Archives of the Big Bend in Alpine offer FREE resources and services to the entire SRSU community. Access and borrow books, articles, and more by visiting the library's website, library.sulross.edu/. Off-campus access requires logging in with your LoboID and password. Librarians are a tremendous resource for your coursework and can be reached in person, by email (srsulibrary@sulross.edu), or by phone (432-837-8123).

No matter where you are based, public libraries and many academic and special libraries welcome the general public into their spaces for study. SRSU TexShare Cardholders can access additional services and resources at various libraries across Texas. Learn more about the TexShare program by visiting library.sulross.edu/find-and-borrow/texshare/ or ask a librarian by emailing srsulibrary@sulross.edu.

Mike Fernandez, SRSU Librarian, is based in Eagle Pass (Building D-129) to offer specialized library services to students, faculty, and staff. Utilize free services such as InterLibrary Loan (ILL), ScanIt, and Direct Mail to get materials delivered to you at home or via email.

Academic Integrity

Students in this class are expected to demonstrate scholarly behavior and academic honesty in the use of intellectual property. Students should submit work that is their own and avoid the temptation to engage in behaviors that violate academic integrity, such as turning in work as original that was used in whole or part for another course and/or professor; turning in another person's work as one's own; copying from professional works or internet sites without citation; collaborating on a course assignment, examination, or quiz when collaboration is forbidden. Students should also avoid using open AI sources **unless permission is expressly given** for an assignment or course. Violations of academic integrity can result in failing assignments, failing a class, and/or more serious university consequences. These behaviors also erode the value of college degrees and higher education overall.

Classroom Climate of Respect

Importantly, this class will foster free expression, critical investigation, and the open discussion of ideas. This means that all of us must help create and sustain an atmosphere of tolerance, civility, and respect for the viewpoints of others. Similarly, we must all learn how to probe, oppose and disagree without resorting to tactics of intimidation, harassment, or personal attack. No one is entitled to harass, belittle, or discriminate against another on the basis of race, religion, ethnicity, age, gender, national origin, or sexual preference. Still, we will not be silenced by the difficulty of fruitfully discussing politically sensitive issues.

Supportive Statement

I aim to create a learning environment for my students that supports various perspectives and experiences. I understand that the recent pandemic, economic disparity, and health concerns, or even unexpected life events may impact the conditions necessary for you to succeed. My commitment is to be there for you and help you meet the learning objectives of this course. I do this to demonstrate my commitment to you and to the mission of Sul Ross State University to create a supportive environment and care for the whole student as part of the Sul Ross Familia. If you feel like your performance in the class is being impacted by your experiences outside of class, please don't hesitate to come and talk with me. I want to be a resource for you.