Texas A&M University-Corpus Christi  
College of Business  
SUMMER II MGMT 5355W ADMINISTRATIVE STRATEGY AND POLICY  
Monday, July 8-Thursday, August 8, 2013 TENTATIVE SYLLABUS

PLEASE NOTE THAT I DO NOT ACCEPT ANY LATE WORK. ALL DUE DATES AND TIMES ARE LISTED IN THE SYLLABUS AND ON THE CONTENT PAGES. EACH WEEK IS DIVIDED INTO 2 SESSIONS. ONE SESSION ENDS ON THURSDAY, THE SECOND SESSION ENDS ON SUNDAY. ALL SESSIONS HAVE SUBMISSION DEADLINES. EACH SESSION CONTENT PAGE CLOSES WHEN THE WORK FOR THE DUE DATE HAS BEEN COMPLETED. PLEASE PLAN AHEAD AND PRACTICE GOOD TIME MANAGEMENT SKILLS. I THANK YOU IN ADVANCE!

Course Number: MGMT 5388W  
Course Name: Administrative Strategy and Policy, the MBA Capstone Class  
Instructor: Karen L. Middleton, Ph.D.  
Office: OCNR 321  
Phone: (361) 825-5533 Home Phone: 361-882-3294  
Fax: (361) 825-5609  
Campus e-mail: karen.middleton@tamucc.edu  
Office Hours: Daily, Sunday through Saturday (I prefer campus e-mail, but I will always answer my phone if you have a question about the assignment.


Drop Day: Friday, June 21, 2013

The Course Objectives  
This course is an analysis of strategic decision making, policy, and strategy. Focus is on the integrative and multi-functional nature of organizational strategy decision. Important areas in the course are the intensive analysis of the influence of administrative decisions on organizational outcomes. This course must be taken at the end of the program after completion of all advanced, non-elective courses. In unusual circumstances, it may be taken concurrently with the final non-elective courses with the written permission of the Director of Master’s Programs.

The course emphasizes pragmatic and active general management skills. It is important to note that a considerable body of theory has evolved across business disciplines which impact the formulation and implementation of strategy. The course uses lecture, case analysis, class discussion, and experiential learning in an interactive format to promote understanding and learning. The class will be conducted primarily in a Socratic format which places increased pressure on you as a student to be prepared and to be aware and involved in the discussion. Quality of contribution is much more important than quantity of contribution.

A student who has completed this course will be able to:

1. Integrate previously studied material and apply strategic concepts to solve business problems at the general manager level.
2. Analyze a firm externally and internally to identify its strengths, weaknesses, opportunities, and threats and propose actions based on that analysis.
3. Think strategically at functional, business, corporate, and international levels.
4. Present ideas effectively orally and in writing and as an individual and as a team.
IMPORTANT NOTE:
This course and all other courses offered by the College of Business are covered by the COB Student Code of Ethics (available online at www.cob.tamucc.edu). Provisions and stipulations in the code are applicable to all students taking College of Business courses regardless of whether or not they are pursuing a degree awarded by the COB.

Major Field Test: (50 points)
The Major Field Test (MFT) is required for all students pursuing Master’s degrees in Business Administration at Texas A&M University-Corpus Christi as part of the Administrative Strategy and Policy course. Successful completion of the MFT is a graded element in MGMT 5355 and successful completion of the MFT is worth 50 points. Successful completion is defined as evidence that the student performed adequately on the test by finishing at or above the 25th percentile nationally. Points for the MFT scores will be awarded in the following manner:

<table>
<thead>
<tr>
<th>MFT Percentile Score</th>
<th>Total Points Awarded</th>
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<tbody>
<tr>
<td>25th to 100th Percentile</td>
<td>50 points awarded</td>
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<tr>
<td>Less than 25th percentile</td>
<td>0 points awarded</td>
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The testing time for the graduate MFT will occur at a later date to be decided. PLEASE RESERVE THE FORTHCOMING DATE FOR TAKING THE MFT. No makeup exam will be given for this test. You must take the MFT on-campus or at a secure testing location of your choice. Directions for sign-ups will be forthcoming from the College of Business Assessment Committee.

PERFORMANCE EVALUATION AND GRADING:

INDIVIDUAL ASSIGNMENTS & POINTS
Start Here Assignment 50
Major Field Test 50
Strategic Management Project
   SMP, 10 Sections @ 50 Points each) 500
   Chapter Quizzes (11 @ 50 points each 550
Cumulative Strategic Management Project
   Final Paper Written 250
Cumulative Strategic Management Project
   Final Paper Oral 250

TEAM ASSIGNMENTS & POINTS
Learning Team’s Written External Analysis 100
Learning Team’s Oral External Analysis 100

Total Points ALREADY DETERMINED 1850

POINTS TO BE DETERMINED WHEN CLASS IS UNDERWAY AND ENROLLMENT HAS STABILIZED
Discussion of submitted Written & Oral
   Gen/MacroAnalyses @ 25 points each
   Total Points to be determined xxx
Discussion of submitted Written & Oral Cumulative Final Assignment @ 50 points each
Total Points to be determined xxx

Final Grades Will Be Assigned As Follows

- 90-100% = A
- 80-89.99% = B
- 70-79.99% = C
- 60-69.99% = D
- Below 60% = F

GRADE APPEALS
As stated in University Rule 13.02.99.C2, Student Grade Appeals, a student who believes that he or she has not been held to appropriate academic standards as outlined in the class syllabus, equitable evaluation procedures, or appropriate grading, may appeal the final grade given in the course. The burden of proof is upon the student to demonstrate the appropriateness of the appeal. A student with a complaint about a grade is encouraged to first discuss the matter with the instructor. For complete details, including the responsibilities of the parties involved in the process and the number of days allowed for completing the steps in the process, see University Rule 13.02.99.C2, Student Grade Appeals, and University Procedure 13.02.99.C2.01, Student Grade Appeal Procedures. These documents are accessible through the University Rules Web site at http://www.tamucc.edu/provost/university_rules/index.html. For assistance and/or guidance in the grade appeal process, students may contact the Office of Student Affairs.

ORAL AND WRITTEN COMMUNICATION CONTENT
The acquisition of relevant knowledge, skills, and abilities is enhanced by discussion of the course material. Effective communication in the form of reports, presentations, e-mails, discussion forums, chat rooms, and blogs are often required of management professionals. The assignments in this course are designed to simulate these types of communication and will be graded for content as well as writing/speaking style and quality of supporting material/graphics.

INDIVIDUAL ASSIGNMENTS

All chapter assignments are accompanied by a set(s) of PowerPoint slides that are designed to support your learning. I have uploaded two sets of slides, one with voiceover and one without voiceover. PowerPoint 2010 must be used for the voiceover slides. You have the choice of using one or both sets in your studies. All slide sets are available from the start of the semester, but access will be closed down at the time the session assignments are due on Thursday and Sunday evenings. Please download them at your earliest convenience.

Start Here Assignment (50 Points)

You must first read the three attachments, “The Wish List,” “Basic Rules in APA,”” and “Library Resources” found on the content site. All of the readings center on the need to BRING THE DATA to all assignments. “The Wish List” provides guidance for critical thinking, problem solving, and good business writing skills. The “Basic Rules in APA” will get you started on the fundamental citing and referencing rules required for all written submissions. The “Library Resources” will help you identify potential resources needed for finding the important data required in this class. You may also find assistance at the Bell Library Distance Learning cite (http://rattler.tamucc.edu, click Help Tab, click Distance Learning).
A series of questions in the Start Here Assignment follows your assigned readings that require you to BRING THE DATA to the answers you give. You must cite the data sources in your answers, and add all citations to a required REFERENCES page(s). All citations and references must be written in correct APA format as required for all submissions in this class. You will lose 10 points and be required to resubmit any assignment in which you do not use the correct APA citation and reference formats.

The “Start Here Assignment” lays the groundwork for all of the assignments you will complete in this session. I will always use TURNITIN to check your submissions for plagiarism. You may earn you up to 50 points for the “Start Here” assignment. You will be randomly assigned to a Learning Team following your successful completion of the “Start Here” assignment. The Learning Team will complete a Macro/General Environmental Analyses.

Strategic Management Project (10 Sections @ 50 points each)
You will be assigned an individual industry and firm to research for your strategic management project (SMP) and presentation. A minimum of 15 research resources is required. This may include Company Reports, Company 10-Ks, academic and practitioner journals, as well as other library resources. You may earn up to 500 points for this assignment. The SMP research you complete will be the basis for your final cumulative strategic management paper.

Chapter Quizzes
You should begin your session assignments by reading the assigned chapters and the supporting power point presentations and lectures. You should finish the session’s work with the chapter quizzes that cover the assigned chapters. Questions on the quizzes will be written to capture your learning from the assigned chapters and the power point presentations and lectures. Complete the research and bring the data for your session Strategic Management Project section assignments. The SMPs should be your final submissions of each session.

Cumulative Strategic Management Project Final Paper Written (250 points)
Your final paper should be based on the research completed in the SMP and include the development of viable strategic alternatives and a final set of actionable, feasible, measurable strategic recommendations, and conclude with a discussion of the major implementation issues. The final paper will be no more than 30 pages, excluding the References pages and appendices used to support your options, recommendations, and issues.

The Cumulative Strategic Management Project Final Paper is an important part of M5355W. A suggested outline follows the required APA format. The required APA elements include the following:

1. An executive summary (no more than two pages). This summary should provide an abridged summary of the entire paper. This is not an introduction. It is a document that should be able to stand alone and be understood. No citations are necessary in the executive summary. This section is not counted in the thirty (30) page count.

2. A complete, self-contained report of no more than thirty (30) double-spaced pages. The page limitation excludes the executive summary, table of contents, and supporting ancillary material included in the appendices. A complete paper is critical, but conciseness and brevity are also important. It is very important that the paper demonstrate learning by referring to and referencing models, articles, and ideas covered in the program. It is critical that clear denotation and differentiation be made between original ideas and the ideas of others.

3. Include a title page and table of contents. Please number all pages and title all figures, exhibits,
and appendices.

4. A complete list of REFERENCES should be included.

Note: The final paper will be graded on the above items alone. The paper may include as many appendices, exhibits, or other materials as desired, but the grade will be based on only items #1-4. Any critical material in appendices not cited in the 30-pages proper will NOT be considered. ALL Tables or Figures depicting the value chain, VRIO evaluation, financial summaries, and SWOT summaries included in the appendices must be cited in the body of the paper or they will NOT be considered for grading purposes.

RECOMMENDED FORMAT: (REC means recommended length)

EXECUTIVE SUMMARY (1-2 pages):
Summarize critical elements of the report for top-level review. The executive summary should be a stand-alone document. No citation and limited or no quotations. This summary should provide an abridged summary of the entire paper.

INTRODUCTION (1-2 pages):
Introduce the company, its mission, products/services, history, revenues, and provide other necessary information to orient the reader.

ANALYSIS (18-22 pages):
External Analysis REC 7-9 Pages:
Macro Environment: What major changes define the general environment based on the past 3-5 years? What are the key pieces of data over the past 3-5 years that support that those environmental elements are significant?
Industry Environment: How do Porter’s Five Forces define the structure of the industry? Be sure to include precise and concise data that supports each element of the five forces.
Competitive Analysis: Summarize competitors, their current size, revenue, market position, and current strategies in no more than one (1) paragraph per competitor.

Internal Analysis REC 11-15 Pages:
Finance: Provide key ratios that help the reader understand the company’s financial footing. Most detail behind the ratios may be placed in an appendix. The section should include the ratios and the analysis of the ratios. REC: 2-3 pages.
Value Chain and discussion: Step the reader through the parts of the firm’s value chain and explain which items significantly add to or subtract from firm value and provide precise and concise data to back up the analysis and assessment. You need to include the value chain chart in your Appendices and cite the chart in the body of your paper. REC: 2-3 pages. VRIO analysis and discussion: Step the reader through the evaluation and determination of sources of competitive advantage and disadvantage. Explain fully how and why conclusions were reached, and why the various evaluations (especially costly to imitate if yes) were reached. You need to include VRIO chart in your Appendices and cite the chart in the body of the paper. REC: 3 pages.
SWOT Summary: A SWOT Summary is recommended as a way to summarize the above external and internal discussions. You achieve the SWOT analyses by matching the OTs from your external analyses and the SWs from the internal analyses to generate the most feasible and measurable alternatives for our firm to pursue. The analysis should be based on the preceding General environment, five forces, value chain, and VRIO analyses. No new data should be included or presented and all parts of the SWOT should be significant elements of the prior
You need to include the SWOT chart in your Appendices and cite the chart in the body of the paper. REC: 2-3 pages.

**STRATEGY FORMULATION** REC 4-6 Pages:
- **Vision, Mission, Goals, and Objectives:** Review the firm’s current vision, mission, and goals. Are the firm’s vision, mission, and goals consistent with its reality as set forth in the SWOT analysis? Recommend changes needed, if any.
- **Market Demands:** What are the economic characteristics of the market within which the company competes? What are the primary competitive dynamic issues that define competition within the industry (1st movers, 2nd movers, reputations, size, speed of response, type of response).
- **Business Strategy Options:** Define several (more than two) strategic alternatives for your firm including strengths and weaknesses of each, and explain why the option chosen was selected. Alternatives must be measurable and feasible, strategic (not tactical), and tied to SWOT matrix of alternatives.
- **Recommendations:** Summarize why the option chosen was chosen and how the chosen strategy will impact company goals, and objectives, and strategic choices. Make clear recommendations.

**STRATEGY IMPLEMENTATION** REC 4-6 Pages (Not part of group paper):
- **Metrics and histories:** Metrics are what are the 2-3 internal measures that the CEO or top management team of an organization would monitor to guide the firm towards success and what has been the history of these metrics in the past 3-5 years? REC: 2-3 pages.
- **Implementation Issues:** Identify the primary implementation issues the strategy will face and how these issues may be addressed. Probable issues include leadership, governance, culture, and Human Resources. REC: 2-3 Pages.

**REFERENCES** (Not counted in page limit)
A minimum of 15 resources is required. This may include Company Reports, Company 10-Ks, academic and practitioner journals as well as other library and online resources. Please avoid the use of blogs and anything “pedia” that does not bring accurate data to your writing and analyses.

**CUMULATIVE STRATEGIC MANAGEMENT FINAL PAPER ORAL (250 points)**
This presentation must be 15-20 minutes in length, and include the discussion of the options, recommendations, and issues identified in the final written paper. Please avoid reading your paper during your oral presentations. Reading, as noted on the presentation suggestions, will clearly lower your presentation points. Both the final written and oral cumulative strategic management assignments must be uploaded at the same time.

**Participation/Discussion Board**
Class participation is a very important part of the learning process, as well as a significant part of your grade. You will be able to improve your ability to comprehend varying opinions, to write informed positions, and utilize critical thinking skills by actively participating in online discussions.

Online discussions provide an opportunity to interact with and to learn from your peers. The value of the discussion board comes from prepared, thoughtful, and informed dialogue between you and your classmates. At a minimum – a primary substantial response of at least 100 words to each written/oral IRP is to be posted as well as at least three (3) secondary responses of 50+
words, questions, and/or comments to other student’s posts. **A total of four (4) substantial posts – your initial response plus three (3) or more responses to fellow students in the Discussion Board are required for each Start Here submission. Your feedback and evaluation may earn you up to 25 points for each External Analyses submission. The final cumulative written paper and oral presentation discussions will serve as the basis for the final cumulative assignment. You may earn up to 50 points for the critique and evaluation of each final written and oral submission.**

Guiding principles for your participation in online discussions should be:

- a. Presenting appropriate content,
- b. Using a professional writing tone,
- c. Inputting satisfactory responses that demonstrate an analytical view,
- d. Paying attention to the quality of your responses, following APA guidelines.

Your responses to fellow student posts should be constructed to create an online dialogue among class members. Your response to fellow students should inquire, challenge, question, and/or add additional substance to the initial post, building the knowledge pool.

Examples of non-substantial posts that will not be counted are superficial, one-sentence responses to fellow student posts. Examples of **non-acceptable** responses are:

- Good job!
- Nice post! I agree with what you said.

**PLEASE NOTE: I WILL REVIEW ALL WRITTEN SUBMISSIONS ON TURNITIN.COM. PAPERS THAT HAVE BEEN WRITTEN BY A GHOST WRITER OR PLAGIARIZED FROM OTHER WRITERS WILL RECEIVE AN AUTOMATIC ZERO. YOU WILL ALSO BE REPORTED TO THE UNIVERSITY FOR UNETHICAL BEHAVIOR.**

**Final Cumulative Assignment**

The final cumulative examination will occur on the last two days of this summer session, August 7 and August 8. All final Cumulative Strategic Management Papers and Oral Presentations must be uploaded to BB9 by Tuesday, August 6 at 11:59 PM. The final two days of the semester will be devoted to critiquing and evaluating all written and oral submissions. You are required to critique and evaluate the final papers and presentations as if you were serving as a member of the firm’s Board of Directors who make the ultimate strategic decisions for the firm. You may earn up to 50 points for each submission you critique and evaluate using good critical thinking and strategic management problem-solving skills.

**TEAM ASSIGNMENTS**

**LEARNING TEAM’S WRITTEN AND ORAL GENERAL/MACRO-ENVIRONMENTAL ANALYSIS**

You will be randomly assigned to a learning team to complete a general/macro-environmental analysis upon the successful completion of your “Start Here” assignment. The “Start Here” assignment should promote your ability to **BRING THE DATA** to this assignment. Your learning team will be expected to review the seven (7) forces in the external environment that influence the strategic decision of ANY firm in ANY industry.
THE 7 FORCES INCLUDE:

1. Economic Forces
2. Socio-cultural Forces
3. Demographic Forces
4. Political/Legal & Governmental Forces
5. Technological Forces
6. Globalization Forces
7. Physical/Environmental Forces

Submit your Learning Team’s written assignment and oral presentation on the Discussion Page on BB9 for grading. Your learning team may earn up to 100 points for the written assignment and 100 points for the oral assignment.

A total of four (4) substantial posts – your initial response plus three (3) or more responses to fellow students in the Discussion Board are required for each General/Macro-Environmental Analysis submission. Your feedback and evaluation may earn you up to 25 points for each General/Macro-Environmental Analysis submission.

RELATIONSHIP TO OTHER COURSEWORK

Ethical Perspectives
The issue of ethics and the role of ethics in strategic analysis, formulation, and implementation will be discussed in class throughout the course. Ethical dilemmas within cases and situations studied will be analyzed and discussed.

Global Perspective
The emerging concept of multinational and international strategy will be specifically examined. Also, the role of emerging global interconnectedness is a critical element of strategic analysis of the macro-environment and the formulation of competitive environments in the modern marketplace will be discussed throughout the course.

Political, Social, Legal, Regulatory, and Environmental Perspectives
The impact and relevance of political, governmental, social and legal systems on strategy analysis, formulation, and implementation will be discussed in class and in the text. Regulatory and environmental perspectives will also be discussed.

Technological Perspective
The role of technology – both emerging new technologies and older basic technologies – can play a critical role in shaping the strategic process and the competitive marketplace. Case studies, lectures, and Socratic examinations of the role of technology will be used to help the student create an understanding of the role of technology in the strategy and in development of the strategy.

Academic Honesty
University students are expected to conduct themselves in accordance with the highest standards of academic honesty. Any form of academic misconduct is considered a serious matter. Forms of academic misconduct in this context include (1) Cheating, (2) Fabrication, Falsification, or Forgery, (3) Plagiarism, (4) Multiple Submission, and (5) Complicity. Sanctions for a student's academic dishonesty may include, but are not limited to (1) a written reprimand, (2) requirement to re-do the
work in question, (3) requirement to submit additional work, (4) lowering of grade on work in question, (5) assigning grade of ‘F’ to work in question, (6) assigning grade of ‘F’ for the course, and/or (7) recommendation for more severe punishment. Additional sanctions may include disciplinary probation, suspension, or dismissal from the university.

**Dropping a Class**
I hope that you never find it necessary to drop this or any other class. However, events can sometimes occur that make dropping a course necessary or wise. Please consult with me before you decide to drop to be sure it is the best thing to do. Should dropping the course be the best course of action, you must initiate the process to drop the course by going to the Student Services Center and filling out a course drop form. Just stopping attendance and participation WILL NOT automatically result in your being dropped from the class. Friday, June 21 is the last day to drop a class with an automatic grade of “W” this term.

**Grade Appeals**
A student who believes that he or she has not been held to appropriate academic standards as outlined in the class syllabus, equitable evaluation procedures, or appropriate grading, may appeal the final grade given in the course as stated in University Rule 13.02.99.C2, Student Grade Appeals. The burden of proof is upon the student to demonstrate the appropriateness of the appeal. A student with a complaint about a grade is encouraged to first discuss the matter with the instructor. See University Rule 13.02.99.C2, Student Grade Appeals, and University Procedure 13.02.99.C2.01, Student Grade Appeal Procedures for complete details, including the responsibilities of the parties involved in the process and the number of days allowed for completing the steps in the process. These documents are accessible through the University Rules Web site at [http://www.tamucc.edu/provost/university_rules/index.html](http://www.tamucc.edu/provost/university_rules/index.html). Students may contact the Office of Student Affairs for assistance and/or guidance in the grade appeal process.

**Americans with Disabilities Act Compliance:**
The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. Please contact the Disability Services Office at (361) 825-5816 or visit the office in CCH 116 if you believe you have a disability requiring an accommodation.

Please contact the Disability Services office for assistance at (361) 825-5816 if you are a **returning veteran** and are experiencing cognitive and/or physical access issues in the classroom or on campus,

**Statement of Civility:** Texas A&M-Corpus Christi is a comprehensive urban university located on the South Texas Gulf Coast focusing on the higher education needs of South Texas and the State. Our student body represents the diversity of our State, and will provide its future leaders. Together, the students, faculty and staff from our campus community, reflect a variety of backgrounds and cultures. The quality of life on and about the campus is best served by courteous and dignified interaction between all individuals, regardless of sex, ethnic or religious background, sexual orientation, or disability.

It is the expectation of this University that all members of the campus community will work to develop and maintain a high degree of respect and civility for the wealth of diversity in which we are all fortunate to live and work. To ensure that this expectation is met, the University will take whatever action is necessary to prevent, correct, and discipline behavior which violates the spirit and intent of regulations designed to promote respect and civility, and will take whatever steps are necessary to foster mutual respect among the campus community.
**Harassment:** Texas A&M-Corpus Christi believes that establishing a safe learning environment is necessary for an institution committed to the pursuit of excellence in instruction, research, and public service. Discrimination against, or harassment, or actions that are intended to harass, intimidate, or humiliate individuals on the basis of ethnicity, sex, religion or sexual preference is inconsistent with this institutional purpose and will not be condoned. Persons found guilty of harassment will be subject to disciplinary sanctions.

**Retaliation Prohibited:** Retaliatory action of any kind is prohibited when taken against a witness or other person providing testimony, or against the complainant seeking redress under the applicable procedures dealing with sexual harassment or any other grievance or appeal. Such retaliatory action shall be regarded as a separate and distinct cause for complaint.

<table>
<thead>
<tr>
<th>DATE</th>
<th>DISCUSSION TOPICS</th>
<th>READINGS AND SLIDES</th>
<th>QUIZZES &amp; PROJECTS</th>
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<tbody>
<tr>
<td>Week One</td>
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<td>Session 1</td>
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<td>July 8-11</td>
<td>Start Here Assignment is due to be uploaded on BB9 by Thursday, July 11 at 11:59 PM</td>
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<td>Random assignment to a Learning Team for the General/Macro-Environmental Analysis following the successful completion of the Start Here assignment</td>
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<td>Session 2</td>
<td>PART 1: THE TOOLS OF STRATEGIC ANALYSIS</td>
<td>Chapter 1 SLIDES: MBA1a &amp; MBA1b</td>
<td>Learning Team Project</td>
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<tr>
<td>(F/S/S)</td>
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<td>You will complete a general/macro-environmental analysis upon completion of your “Start Here” assignment.</td>
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<td>July 12-14</td>
<td>What is Strategy and the Strategic Management Process?</td>
<td>Chapter 2 SLIDES: MBA 2a, MBA 2b, &amp; MBA 2c</td>
<td>Random Assignment to Industry/Firm for INDIVIDUAL SMP and CUMULATIVE STRATEGIC MANAGEMENT FINAL WRITTEN PAPER AND ORAL PRESENTATION following successful completion of the Learning Team Project</td>
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<td>Evaluating a Firm’s External Environment</td>
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<td>General/Macro Environment</td>
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<td>Evaluating a Firm’s External Environment</td>
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<td>Strategic Group/Firm-level Environment</td>
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<td>The Learning Team Project is due to be uploaded on BB9 by Sunday, July 14 at 11:59 PM</td>
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<td>All discussions must be completed by Thursday, July 18 by 11:59 PM.</td>
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<td>Week 2</td>
<td>STRATEGIC MANAGEMENT PROJECT BEGINS</td>
<td>Continued, Chapter 2 SLIDES: MBA 2a, MBA 2b, &amp; MBA 2c</td>
<td>Chapters 1 &amp; 2 quizzes must be completed on Thursday, July 19 by 11:59 PM.</td>
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<td>Session 3 (M/T/W/R)</td>
<td>SMP Sections 1 and 2 are due to be uploaded on BB9 Thursday, July 18 by 11:59 PM.</td>
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<td>July 15-18</td>
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<td>Session 4 (F, S, S)</td>
<td>Evaluating a Firm’s Internal Capabilities</td>
<td>Chapter 3 SLIDES MBA 3a</td>
<td>Chapter 3 quiz must be completed on Sunday, July 21 by 11:59 PM.</td>
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<td>July 19-21</td>
<td>The Resource-Based View of the Firm</td>
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<td>The Value Chain</td>
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<td>Outsourcing</td>
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<td>SMP Section 3 is due to be uploaded on BB9 Sunday, July 21 by 11:59 PM.</td>
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<td>Week 3</td>
<td>PART 2: BUSINESS LEVEL STRATEGIES</td>
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<td>Session 5 (M/T/W/R)</td>
<td>Cost Leadership</td>
<td>Chapter 4 SLIDES MBA 4</td>
<td>Chapters 4 &amp; 5 quizzes must be completed on Thursday, July 25 by 11:59 PM.</td>
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<td>July 22-25</td>
<td>Product Differentiation</td>
<td>Chapter 5 SLIDES MBA 5</td>
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<td>SMP Sections 4 and 5 are due to be uploaded on BB9 Thursday,</td>
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<td>Session 6</td>
<td>Vertical Integration</td>
<td>Chapter 6 SLIDES MBA 6</td>
<td>Chapter 6 quiz must be completed on Sunday, July 28 by 11:59 PM.</td>
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<td>SMP Section 6 is due to be uploaded on BB9 Sunday, July 28 by 11:59 PM.</td>
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<td>July 26-28</td>
<td><strong>PART 3: CORPORATE STRATEGIES</strong></td>
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<td>Week 4</td>
<td>Corporate Diversification</td>
<td>Chapter 7 SLIDES MBA 7</td>
<td>Chapters 7 &amp; 8 quizzes must be completed on Thursday, August 1 by 11:59 PM.</td>
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<td>Organizing to Implement Corporate Diversification</td>
<td>Chapter 8 SLIDES MBA 8</td>
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<tr>
<td>Session 8</td>
<td>Strategic Alliances</td>
<td>Chapter 9 SLIDES MBA 9</td>
<td>Chapters 9, 10, &amp; 11 quizzes must be completed on Sunday, August 4 by 11:59 PM.</td>
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<tr>
<td>(F/S/S)</td>
<td>Mergers and Acquisitions</td>
<td>Chapter 10 SLIDES MBA 10</td>
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<tr>
<td>August 2-4</td>
<td>International Strategies</td>
<td>Chapter 11 SLIDES MBA 11</td>
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<td>SMP Sections 8, 9, &amp; 10 are due</td>
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to be uploaded on BB9 Sunday, August 4 by 11:59 PM.

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<tr>
<td>Session 9 (M/T/)</td>
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<tr>
<td>August 5-6</td>
<td>Upload Individual Cumulative Strategic Management Final Written Paper and Oral Presentation</td>
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<td>Session 10 (W/R)</td>
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<td>August 7-8</td>
<td>Final Cumulative Assignment</td>
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You are required to critique and evaluate the final papers and presentations as if you were serving as a member of the firm’s Board of Directors. You may earn up to 50 points for each submission you critique and evaluate using good critical thinking and problem-solving skills.

The total points earned will depend on the number of submissions in the class.
Strategic Management Project (SMP) & Cumulative Strategic Management Final Paper Written and Oral

This assignment is designed to help you apply the strategic management models, concepts, and terms every strategic manager employs in the workplace. The project asks you to think critically and problem-solve at the highest levels of an organization. The applications require you to research and report in “real-time” the most current information as it impacts your industry and your firm.

You will be assigned to an Industry/Firm for the SMP and Cumulative Strategic Management paper and presentation from the following list:

**INDUSTRY 1: REFUSE SYSTEMS (SIC = 4953, NAIS = 562111 and 562112)**
- Clean Harbors, Intl. CLH
- Stericycle, Inc. SRCL
- Energy Solutions, Inc. ES
- Safety-Kleen Inc., SFYK

**INDUSTRY 2: WIRELESS SERVICES (SIC = 4812, NAIS = 517212)**
- Crown Castle Intl Corp CCI
- Leap Wireless Intl. Inc. LEAP
- American Tower Corp (New) AMT
- Unite States Cellular Corp USM

**INDUSTRY 3: Cable & Other Pay TV Services (SIC = 4841, NAIS = 517510)**
- Comcast Holdings Corp CCZ
- Liberty Global Inc. LBTY
- Charter Communications Inc. CHTR

**Directions for the projects are shown below and on the class content pages on BB9.**
LEARNING TEAM PROJECT

You will be randomly assigned to a learning team to complete a general/macro-environmental analysis upon completion of your “Start Here” assignment. The “Start Here” assignment should provide you the resources to BRING THE DATA to this assignment. Your learning team will be expected to review seven (7) forces in the external environment that influence the strategic decision of ANY firm in ANY industry. Please recall that the emphasis at this level of the external environment is on forecasting of future indicators.

The 7 forces include:

1. Economic Forces
2. Socio-cultural Forces
3. Demographic Forces
4. Political/Legal & Governmental Forces
5. Technological Forces
6. Globalization Forces
7. Physical/Environmental Forces

Submit your written assignment and oral presentation on the Discussion Page on BB9 for grading. Your team may earn up to 100 points for the written assignment and 100 points for the oral assignment.

A total of four (4) substantial posts – your initial response plus three (3) or more responses to fellow students in the Discussion Board are required for each Analysis submission. Your feedback and evaluation may earn you up to 25 points for each Analysis submission.
STRATEGIC MANAGEMENT PROJECT (SMP)

You will be assigned an industry and firm to research for your strategic management project and presentation upon completion of your learning team’s general/macro-environmental analyses. A minimum of 15 resources is required for this project. This may include Company Reports, Company 10-Ks, academic and practitioner journals, and other library and internet resources. Avoid citing and referencing all “pedias” and personal blogs.

SECTION 1
CHAPTER 1

To begin your project, answer the following questions.

1. Give a short account of the history of the company, and trace the evolution of its strategy over time. Try to determine whether the strategic evolution of your company is the product of intended strategies, emergent strategies, or some combination of the two (PPT MBA 1a slides 14 & 15, pp. 20-23).

2. Identify the vision, mission, creed, and/or values and the major strategic objectives of the company. Be sure to cite quotations correctly using the APA format (required for this class). Analyze the mission statement for the 8 components of an effective mission statement (PPT Slides MBA 1b 13 & 14, pp. 4-8). Can any missing components be found in other firm statements?

3. Identify the main stakeholder groups in your company. What claims do they place on the company? How is the company trying to satisfy those claims? Pick a major strategic decision made by your company in recent years and consider the ethical implications of that decision. In the light of your short review, do you think that the company acted correctly?

4. Who is the CEO of the company? Evaluate the performance of the CEO of your company from the perspective of (a) the stockholders; (b) employees; (c) customers, (d) suppliers; and other major stakeholders. What does this evaluation tell you about the strategic leadership ability of the CEO and the priorities that he or she is committed to?
SECTION 2
CHAPTER 2

This section requires you to analyze the macro-, industry, and strategic group environment in which your company is operating.

1. Describe the specific factors in the macroenvironment that have, or may have, an impact on your assigned industry and your firm over that past 3-5 years (PPT MBA 2a, pp. 30-33). How dynamic is the environment in which your company is based? Is there any evidence that innovation, global competition, or other forces are reshaping competition or that it has done so in the recent past?

2. Apply Porter’s five forces model to the industry in which your company is based (PPT MBA 2b, pp 33-48). Consider the presence of complementors in your analyses (pp. 48-50). How do the five forces effect profit potential in your industry? How attractive or unattractive is your industry based on your analyses?

3. Define your strategic group based on the strategic dimensions of your choice (MBA 2c only). Complete a Competitor Analyses of your strategic group members by analyzing their future objectives, their current strategies, their assumptions of the future, and their strengths and weaknesses.

4. Complete a financial analysis of your firm and its strategic group members for the past seven years. Include the industry averages for comparison purposes. Your tables and figures may be included in an appendix, while your discussion must be included in the written portion of your submission. Don’t forget to cite the tables and figures in the body of your paper, or APA requires that you take them out of the paper.

5. Identify the opportunities and threats uncovered in your general/macro-, industry, and strategic group analyses. Rate and rank them on a table with a short discussion for each opportunity and each threat.
SECTION 3
CHAPTER 2, Continued

1. In what stage of the industry life cycle (for example, embryonic or mature) does your company operate (PPT MBA2b, slides 23-35, pp. 50-59)? What investment strategy is your company pursuing to support its life cycle strategy? How does this match the strength of its competitive position and the stage of its industry’s life cycle?

2. Discuss how your company has attempted to develop a competitive strategy to protect its strategy. For example, if your company is operating in an embryonic industry, discuss the ways it has attempted to increase its competitive advantage over time. If it is operating in a mature industry, discuss how it has tried to manage the five forces of industry competition.

3. Based on this analysis of your firm’s position in the industry life cycle, do you think your company will be able to maintain its competitive advantage in the future? Why or why not?
SECTION 4  
CHAPTER 3

This section deals with your firm’s internal strengths and weaknesses and its competitive position.

1. What strengths and weaknesses does your firm exhibit (PPT MBA 3a, pp. 87)? How does your firm bundle its strength to develop unique capabilities? Apply the VRIO test to the strengths and capabilities in order to determine your distinctive/core competencies. Move your core competencies to the top of your strengths list. Rate and rank the firm’s strengths and weaknesses in a VRIO table, and include a written description of each one. CAUTION: You may want to add to your VRIO table and discussion following your completion of Sections 5-10.

2. Analyze your firm’s value chain and provide a value chain chart (PPT MBA 3b, 72-75). Would you advise your company to re-align its value chain in order to increase its competitive advantage? For example, what kinds of strategies or relationships toward buyers or suppliers should it adopt? Could they potentially outsource any of their primary or support activities?
This part of the project focuses on the nature of your company’s business-level strategy. If your company operates in more than one business, concentrate on its core, most central, or most important business. Answer the following questions using all the information you have collected on your company.

1. Cost leadership firms find their core competencies and strengths to be located upstream in the value chain (see Table 4.7). Firms that pursue a differentiation strategy are more likely to find their core competencies located downstream and closer to their clients/consumers (see Table 4.7). Use your strengths and weaknesses table and your value chain analyses to determine your generic business level strategy.

2. How does your firm proactively manage the industry five forces using their generic business strategy of choice? What threats exist in your industry based on your firm’s chosen business level strategy?

3. How does your firm organize to implement their chosen generic business level strategy (see Table 5.5)?
SECTION 6
CHAPTER 6

This section requires you to assess your firm’s corporate strategy of vertical integration by answering the following questions.

1. How vertically integrated is your company? If your company does have vertically integrated operations, is it pursuing a strategy of taper or full integration? What are the internal benefits and costs are generated by the firm’s vertical integration?

2. Assess the potential for your company to create value through either cost reductions or revenue enhancement while pursuing vertical integration.

3. What competitive benefits and costs do you attribute to your firm’s vertical integration strategy?
SECTION 7
CHAPTERS 7 & 8

This section requires you to assess the degree of diversification being pursued by your company by answering the following questions.

1. What is the diversification strategy your firm is pursuing (PPT MBA 7, slides 9 & 10, pp. 190-193)? What activities does your firm share (see Table 7.2)?

2. Classify the shared activities as operational economies of scope, financial economies of scope, anticompetitive economies of scope and/or employee incentives for diversification (see Table 7.3).

3. What are the advantages and disadvantages of your firm’s chosen diversification strategy?

4. Describe the structure of your organization that enables your firm to implement its chosen corporate level strategy. How do the compensation strategies support the implementation?
SECTION 8
CHAPTER 9

This section focuses on your firm’s long-term cooperative relationships and strategic alliances.

1. Is your company currently involved in any long-term cooperative relationships with suppliers or buyers? If so, how are these relationships structured? Do you think that these relationships add value to the company? Why or why not?

2. Is your company currently trying to transfer skills or realize economies of scope by entering into strategic alliances with other companies? If so, how are these relationships structured? Do you think that these relationships add value to the company? Why or why not?

3. Is there any potential for your company to enter into (additional) long-term cooperative relationships with suppliers or buyers? Is there any potential for your company to transfer skills or realize economies of scope by entering into (additional) strategic alliances with other companies? If so, how might these new or additional relationships be structured?
SECTION 9  
CHAPTER 10

This section requires you to assess your company’s use of mergers and acquisitions as strategies for entering a new business and/or as attempts to restructure its portfolio of businesses.

Answer the following questions IF YOUR COMPANY HAS ENTERED A NEW BUSINESS AREA DURING THE LAST DECADE. Pick one new business area that your company has entered during the last ten years. Identify the rationale and the strategy used for entering this business area. Do you think that this was the best entry strategy to use? Why or why not?

Answer the following questions IF YOUR COMPANY HAS RESTRUCTURED ITS BUSINESS DURING THE LAST DECADE. Pick one business area that your company has exited from during the last ten years. Identify the rationale and the strategy used to exit from this particular business area. Do you think that this was the best exit strategy to use? In general, do you think that exiting from this business area has been in the company’s best interest? Why or why not?

IF YOUR FIRM HAS NOT ENTERED A NEW BUSINESS AREA OR RESTRUCTURED ITS BUSINESS DURING THE LAST 10 YEARS, COMPLETE THE FOLLOWING ASSIGNMENT. Find an example of a company that has made an acquisition that apparently failed to create any value. Identify and critically evaluate the rationale used by top management to justify the acquisition at the time it was made. Explain why the acquisition subsequently failed.
SECTION 10
CHAPTER 11

This section requires you to identify how your company might profit from global expansion, the strategy that your company should pursue globally, and the entry mode that it might favor. Please answer the following questions IF YOUR COMPANY IS **ALREADY** DOING BUSINESS IN OTHER COUNTRIES.

1. What foreign markets does your company serve, and what mode has it used to enter this market? What are the advantages and disadvantages of using this mode? Might another mode be preferable?

2. List and describe the economies of scope your firm realizing in its international markets.

3. What are the cost pressures for global integration and pressures for local responsiveness in the industry in which your company is based? How responsive is your company the need to gain cost efficiencies while maintaining the differences between nations? Does it vary its product and marketing message from country to country? Why or why not?

4. What strategy is your company pursuing to compete globally? Is this the correct strategy, given the cost pressures for global integration and the pressures for local responsiveness?

Please answer the following questions IF YOUR COMPANY IS **NOT** DOING BUSINESS IN OTHER COUNTRIES.

1. What potential does your company have to add value to its products or lower the costs of value creation by expanding internationally?

2. What are the cost pressures for global integration and the pressures for local responsiveness in the industry in which your company is based? What implications do these pressures have for the strategy that your company might pursue if it chose to expand globally?

3. What foreign market might your company enter, and what entry mode should it use to enter this market?

4. Match your external opportunities and threats with your internal strengths and weaknesses to generate feasible, measurable alternatives in each of the four cells in the SWOT Matrix (see below).
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<tr>
<th><strong>SWOT MATRIX</strong></th>
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<tr>
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<td><strong>WEAKNESSES</strong></td>
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<td><strong>(List all threats in rank order.)</strong></td>
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