Instructor: W. Scott Sherman, Ph.D.
Office: OCNR 384
Office Hours: MW 6:00-9:45 or by appointment
Telephone: Office: 361-825-2167
e-mail: scott.sherman@tamucc.edu
Course Slides: www.BB9.tamucc.edu

Learning Objectives:
When this course is completed, the student will be able to:
1. Demonstrate the research capabilities and critical thinking necessary to gather and interpret key environmental data.
2. Exhibit the analytical and ethical decision-making skills necessary for dealing with complex strategic planning.
3. Analyze a firm’s mission, including broad statements about its purpose, philosophy, and goals.
4. Assess a firm’s external environment, including the general, industry, and competitive environments.
5. Analyze a firm’s options by matching its internal resources with external environmental factors, suggest alternative courses of action, and present well-supported recommendations for future action.
6. Illustrate the communication and computer skills necessary to make effective individual and team oral and written presentations.

IMPORTANT NOTES:
All written projects and exams must be in APA format. A project or exam not submitted in APA format will be returned to students for resubmission in APA format and a minimum of ten (10) percent of the final paper grade will be deducted from the overall grade for the final paper.

This course as all other ones offered by the College of Business is 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.
ACTIVITIES AND GRADING

Strategic Analysis Project: (600 Points)

The class will be divided into teams of five to six students per team. Your team will choose a firm in one of two industries that Dr. Sherman will discuss with the class on Wednesday, July 9, 2014. Your firm choice is subject to Dr. Sherman’s approval. The assignment will be broken into four (4) elements. Details on the requirements for each are in the attachment. The four elements are:

<table>
<thead>
<tr>
<th>Element</th>
<th>Points</th>
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</thead>
<tbody>
<tr>
<td>Preliminary Presentation #1</td>
<td>75</td>
</tr>
<tr>
<td>Preliminary Presentation #2</td>
<td>75</td>
</tr>
<tr>
<td>Oral Final Presentation</td>
<td>150</td>
</tr>
<tr>
<td>Written Final Presentation</td>
<td>300</td>
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<td><strong>Total</strong></td>
<td><strong>600</strong></td>
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</tbody>
</table>

The project includes analysis and details are provided in Attachment I. Each presentation should be no more than ten (10) minutes in length. At least three (3) team members must participate in each preliminary presentation. All team members must participate in at least one (1) preliminary presentation and in the final presentation.

Tests: (600 points)

Two tests are given during the semester. **No makeup tests will be given.** Each test will include true-false questions, multiple-choice questions, and one or more essay questions. Essay questions will make up about one-half the points on the tests.

Individual Participation: (100 points)

Individual participation will be assessed through the collection of assignments at the professor’s prerogative, professor observation, and feedback from class members throughout the semester. Class attendance will also be a factor in assigning this grade. Failing to appear for class in general, failure to participate in class, and failure to be in class on days that class attendance is required may result in loss of some or all of the class contribution points.

Group Contribution: (100 points)

Group contribution will be assessed through the collection of group evaluations after each preliminary and final presentation, and after the group paper is submitted, group evaluation assignments at the professor’s prerogative, professor observation, and feedback from group members throughout the semester. Failing to appear for group presentations as a participant or as an observer and failure to participate fully in the group project may result in loss of some or all of the class contribution points.

I reserve the right to adjust group project points for individual contribution.
Summary
- Two preliminary presentations during the course of the semester (75 points each). The goal of these presentations is practice and feedback so that the final report and presentation are of the highest professional caliber. Be sure to provide copies of your presentation slides to Dr. Sherman immediately before each presentation.
- A final report (300 points) with presentation (150 points) at the end of the semester which integrates both preliminary reports into a smooth well-developed final report.
- Successful completion of the Major Field Test (100 points).
- Each student must submit a group evaluation form after each oral presentation and a comprehensive group evaluation after the final paper is submitted.
- Please note: your team will be required to turn in a hard copy and a digital copy of your final paper. All papers are subject to electronic examination to check for plagiarism. Significant plagiarism may result in loss of some or all points on the final project.

Grading
<table>
<thead>
<tr>
<th>Item</th>
<th>Points</th>
<th>Final Grades Assigned As Follows</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Analysis Project</td>
<td>600</td>
<td>90-100%=A</td>
</tr>
<tr>
<td>Tests</td>
<td>600</td>
<td>80-89.99%=B</td>
</tr>
<tr>
<td>Individual Participation</td>
<td>100</td>
<td>70-79.99%=C</td>
</tr>
<tr>
<td>Group Contribution</td>
<td>100</td>
<td>60-69.99%=D</td>
</tr>
<tr>
<td>Total Points</td>
<td>1400</td>
<td>Below 60%=F</td>
</tr>
</tbody>
</table>

Class Attendance
Attendance and participation are critical for adequate performance in this course. The professor reserves the right to deduct 100 points from a student's accumulated total points for EACH absence in excess of one (1). Additionally, late assignments to the professor will not be accepted, resulting in the loss of points. Extra points for attendance exercises may be given at the professor’s discretion.

Respect:
Every student is entitled to full participation in class without interruption. All students are expected to be in class and prepared to begin on time. All pagers, cell phones must be turned off as you enter the classroom. Disruption of class will not be tolerated. Anyone arriving ten minutes after the start of class may be considered absent for the day.

Expectations Regarding Fully-Functioning Adult (FFA) Behavior:
Students in Management 4388 are upper-level college students in an AACSB-accredited school and are expected to behave as adults. Each student is responsible for his or her own behavior and meeting all of the assignments and requirements of this course. I am willing as the professor to assist any student or student group struggling with the subject matter or a project. However, I will only assist if asked to assist. Each student is responsible for being in class, on-time, and prepared. Persistent tardy arrival will be taken as a sign of disrespect for the class and the professor. Whining is not an adult behavior and will not be tolerated. Blaming others or providing reasons for why work is not done on time and to a professional standard is not adult behavior and will not be tolerated. In short, I expect to treat you as colleagues and be treated as a colleague in an adult and professional manner.
Oral and Written Communication Content: Each group must prepare two preliminary reports with presentations during the course of the semester. The goal of these reports is practice and feedback so that the final report and presentation is of the highest professional caliber. Copies of the presentation slides must be included at the end of each report. Each group will submit a final report with presentation at the end of the semester which integrates both reports into a smooth, well developed final report. Each student must submit a group evaluation form after each report is presented. In addition, each examination will include essay questions with quality of writing included in the evaluation of the responses. **A digital copy of each group’s final paper must be turned in with the written paper to receive a grade for this final report.**

Technology Applications: The use of spreadsheets for analysis of performance as well as analysis of proposed strategic actions is required. All submissions must be use word processing software and APA format. Three major types of data will need to be collected: Environmental/Industry Data (economic trends, industry outlook, identify competitors); Company Data (history, competitive advantage, strategy, company announcements); and Competitor Data (competitive strategies, competitor strengths and weaknesses, company announcements). Required information sources include: US Industry and Trade Outlook; Management discussions and financial data from five years of SEC 10K filings; and a minimum of ten relevant articles from reputable magazines or journals. FIS/Mergent, Business Source Premier, and Lexus-Nexus are excellent online research resources.

Ethical Perspectives: This course as all other ones offered by the College of Business is 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.

Global Perspectives: Global perspectives will be highlighted through strategic assessment methodology, as well as through case analysis. The global dimensions of strategic management are of prime importance since a global marketplace is of substantial significance to increasing numbers of businesses, and are accordingly integrated through much of this course.

Demographic Diversity Perspectives: Contrasts in cultural interests and values as aspects of strategy formulation and implementation will be illustrated through case analysis. Cases with such coverage are identified.

Political, Social, Legal, Regulatory, and Environmental Perspectives: These perspectives identify standard categories for external environmental analysis in strategy formulation, and are relevant, in each of the cases and firms that are analyzed. Thus the coverage of these perspectives is extensive by nature of the strategic management process.

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.

**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.

**Disabilities Accommodations**
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. If you believe you have a disability requiring an accommodation, please call or visit Disability Services at (361) 825-5816 in CCH 116.

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

**Summary of Topical Coverage**
- Overview of Strategic Management Process: 4 hours
- Assessments: External and Internal: 7 hours
- Industry Analysis and Competitor Analysis: 7 hours
- Options: Competitive Dynamics and Choice: 4 hours
- International Strategies: 4 hours
- Corporate Strategy; Acquisitions, Mergers: 6 hours
- Implementation Overview: 1 hour
- Governance and Leadership: 4 hours
- Entrepreneurship and Innovation: 3 hours
- Ethics: 2 hours
- Exams: 3 hours
- **Total Hours**: 45 hours

**Electronic Submission of Final Papers**
The strategic analysis project is to be submitted in print and electronic form. The electronic form may be as e-mail attachments, or on a compact disc. Submitting the electronic form of the paper
on a flash drive is permissible AND the flash drive WILL NOT be returned. The electronic form of the paper is to be identical to the printed form.

The electronic form is to be separated into three (3) files. The three files are described below:

1. File one should be named with the course number followed by the company name followed by the number 1. Example: MGMT4388 Target 1.doc. This file should contain the title page, table of contents, and executive summary.

2. File two should be named with the course number followed by the company name followed by the number 2. Example: MGMT4388 Target 2.doc. This file should contain the main body of the paper from introduction through implementation.

3. File three should be named with the course number followed by the company name followed by the number 3. Example: MGMT4388 Target 3.doc. This file should contain the paper references, appendices, and any other attachments.

All files should be MicrosoftWord 2003™ documents with computer suffix “.doc” or MicrosoftWord 2007™ documents with computer suffix “.docx”.

**Academic Honesty Policy**

University students are expected to conduct themselves in accordance with the highest standards of academic honesty. Academic misconduct for which a student is subject to penalty includes all forms of cheating, such as illicit possession of examinations or examination materials, forgery, or plagiarism. Plagiarism is the presentation of the work of another as one’s own work.

Disciplinary action for academic misconduct is the responsibility of the faculty member assigned to the course. The faculty member is charged with assessing the gravity of any case of academic dishonesty, and with giving sanction to any student involved.

Penalties that may be applied to individual cases of academic dishonesty include one or more of the following:

1. Written reprimand;
2. Requirement to re-do 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 course;
7. Recommendation for more severe punishment (see Student Handbook).

The faculty member involved will be responsible for determining the appropriate penalty or penalties for individual cases of academic dishonesty, and may file a record of such offenses in his classes along with any materials involved to his or her college dean. The college dean will then forward a copy of these records to the Office of the Dean of Students. The offices of the academic dean of the college in which the offense took place and the Dean of Students will maintain records of all cases of academic dishonesty reported for a period of not more than two years.
Any student who has been penalized for academic dishonesty has the right to appeal the judgment or the penalty assessed. The Appeals Procedure will be the same as that specified for grade appeals. The grade appeals procedure may be found in the Student Handbook.

**Statement of Civility**

A&M-Corpus Christi is a comprehensive urban university located on the South Texas Gulf Coast. The University focuses 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.

**Classroom Conduct**

Students and faculty each have responsibility for maintaining an appropriate learning environment. Faculty has the professional responsibility to treat students with understanding, dignity and respect, to guide classroom discussion and to set reasonable limits on the manner in which students express opinions. Disruptive students in the academic setting hinder the educational process. Disruption, as applied to the academic setting, means behavior that a reasonable faculty member would view as interfering with normal academic functions. Examples include, but are not limited to, persistently speaking without being recognized or interrupting other speakers, behavior which distracts the class from the subject matter or discussion, or in extreme cases, physical threats, harassing behavior or personal insults, or refusal to comply with faculty direction. Students are expected to refrain from disruptive behavior at all times. Students who fail to adhere to behavioral standards may be subject to disciplinary action.

**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. If you believe you have a disability requiring an accommodation, please contact the Disability Services Office at (361) 825-5816 or visit the office in Driftwood 101.

If you are a returning veteran and are experiencing cognitive and/or physical access issues in the classroom or on campus, please contact the Disability Services office for assistance at (361) 825-5816.
<table>
<thead>
<tr>
<th>DATE</th>
<th>TOPICS</th>
<th>ASSIGNMENT</th>
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<tr>
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<td>Introduction And Overview</td>
<td>Syllabus</td>
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<td>Vision/Mission Statements</td>
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<td>Critique</td>
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<td>4</td>
<td>SWOT and Options Generation</td>
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<td>07/21</td>
<td>EXAMINATION I</td>
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<td>Porter’s Generic Business Level Strategies</td>
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<td>07/23</td>
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<td>Strategic Options (Cooperative, International, etc.)</td>
<td>CH08 CH09</td>
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<td>Implementation Issues, Organization Structure</td>
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<td>Corporate-Level Strategy</td>
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<td>8</td>
<td>Examination Review</td>
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<td>08/04</td>
<td>EXAMINATION II</td>
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<td>Group Work Session</td>
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<td>08/06</td>
<td>Submit Final Reports (Paper and Digital) 5:00 p.m.</td>
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<td>Putting It All Together</td>
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<td>10</td>
<td>Graduation</td>
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</table>

ARM: All Relevant Material

Sessions Labeled “Attendance Required” are mandatory. Failure to be present for the entire class will result in a grade of zero (0) for the presentation or examination.
Attachment I
Electronic Submission of Final Papers
Summer 2013

The strategic analysis project is to be submitted in print and electronic form. The electronic form may be as e-mail attachments, or on a compact disc. Submitting the electronic form of the paper on a flash drive is permissible AND the flash drive WILL NOT be returned. The electronic form of the paper is to be identical to the printed form.

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