Administrative Policy & Strategy

Course Description

Analytical process and methodology for policy-strategy formulation, approached as a multi-level, integrative process. Analysis focused on integration of skills and competencies acquired through the BBA program. Open only to business majors who are in their last semester or within 12 hours of graduation and have completed all other courses in the Business Core.

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.

Major Course Requirements

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Points</th>
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</thead>
<tbody>
<tr>
<td>BSG Results &amp; Presentation</td>
<td>600</td>
</tr>
<tr>
<td>Quizzes &amp; Assignments</td>
<td>600</td>
</tr>
<tr>
<td>Case Assignments</td>
<td>300</td>
</tr>
<tr>
<td>BSG Quiz</td>
<td>100</td>
</tr>
<tr>
<td>Group Participation</td>
<td>100</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1700</strong></td>
</tr>
</tbody>
</table>
Activities and Grading

**Business Strategy Game (BSG) Results** (300 Points)
Every class member will be part of a BSG team. Points will be allocated to each team based upon the team’s final results in the Business Strategy Game.

**Business Strategy Game (BSG) Team Presentation** (300 Points)
Each BSG team will post a presentation regarding their team’s final BSG results at the end of the semester. Details of the BSG Team Presentation will be discussed on Blackboard.

**Chapter Quizzes** (300 Points in Total)
Students will take a short quiz after each week’s textbook reading assignment. There will also be a practice quiz available. Quizzes are due at the end of each week that we have a textbook reading assignment.

**Individual Assignments** (300 Points in Total)
There will be a variety of assignments posted throughout the course. The points for these assignments is 300 in total. Assignments will be posted to Blackboard.

**Individual Case Assignments** (300 Points in Total)
There will be several cases assigned throughout the semester. The points for these assignments is 300 in total. The assignments for these cases will be posted to Blackboard.

**Business Strategy Game (BSG) Quiz** (100 Points in Total)
There will be one quiz on the Business Strategy Game. This quiz will be worth 100 points.

**Team Evaluation** (100 Points)
Each team member will assess their own and their teammate’s performance as a member of the BSG team at the end of the semester.

**Final Grades will be assigned as follows:**

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Grade</th>
</tr>
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<tbody>
<tr>
<td>90-100%</td>
<td>A</td>
</tr>
<tr>
<td>80-89.99%</td>
<td>B</td>
</tr>
<tr>
<td>70-79.99%</td>
<td>C</td>
</tr>
<tr>
<td>60-69.99%</td>
<td>D</td>
</tr>
<tr>
<td>Below 60%</td>
<td>F</td>
</tr>
</tbody>
</table>
Summary of Topical Coverage

Overview of Strategic Management Process  5 hours  
External Assessment  3 hours  
Internal Organization Analysis  3 hours  
Business-Level Strategy & Competitive Dynamics  3 hours  
Financial Analysis  4 hours  
International Strategies  3 hours  
Corporate Strategy; Acquisitions, Mergers  4 hours  
Implementation Overview  3 hour  
Corporate Governance  3 hours  
Entrepreneurship and Innovation  3 hours  
Business Research Skills  5 hours  
Ethics  3 hours  
Exams & Quizzes  3 hours

Total Hours  45 hours

Required Readings


Recommended Readings

The Wall Street Journal (10 week subscription)
The Business Strategy Game Online

(1) Each team will be running one company in the Business Strategy Game (BSG).

(2) The team is responsible for all decisions regarding the operation of the company over a 6-year decision cycle.

(3) There will be one practice round at the beginning of the simulation. It is strongly recommended that teams use this round to learn about company operations, coordinate team decision making processes and hone your company’s strategy. The early “years” of the BSG are critical to your team’s long-term success.

(4) The time and dates for decision entry deadlines will be decided early in the course. In general, decisions for each BSG “year” are due on Sunday nights at midnight.

(5) Late decisions or simply not making a decision for a BSG “year” can devastate a company’s performance. Timeliness for team meetings and decisions is strongly encouraged.

(6) Teams are strongly encouraged to develop a strategic plan for your company early in the game.

(7) There will be one quiz on the BSG online. Decision dates will be announced online.

(8) Only the highest performing teams are selected to the BSG championship round. While participating in the championship round of the BSG is prestigious and highly coveted, it is important to note that the championship round is held at the end of each semester near finals. Teams should seriously consider the implications of participating in the championship round and weigh their participation against the possibility of neglecting other pressing issues, such as work, school, family, etc.

(9) Team members will have the opportunity to grade their teammates’ participation in the BSG toward the end of the semester. This feedback is mandatory for all participants.

(10) Final grades on the Business Strategy Game are directly tied to your team’s financial performance.
Netiquette

Teaching and Learning Online can be an excellent experience for both teachers and learners. However, there can be some challenges that have to be overcome by everyone involved in the conversation. One of the most critical challenges is creating a learning environment where everyone can feel encouraged to participate without fear of reprisal or personal attack. Further, being able to discuss and debate concepts and ideas without resorting to personally attacking the discussants is imperative.

So, from an Instructor point of view, I work toward:

• Listening and responding to your questions, comments, and concerns seriously.
• Responding promptly to requests for assistance and interpretation
• Responding to discussion in the forums, but not necessarily responding to every discussion post and thread. If there is a big issue, I will generally weigh in, but not on everything.
• Having a 24-hour turnaround time on questions directed to me. If I can’t completely respond in this time, I will at least send a message indicating that I will give a more complete answer in a reasonable amount of time.
• Creating a positive presence and learning environment in our “space”.

Here is what I will expect from you in this class: To exhibit “Netiquette”.

Here’s a definition (from Wikipedia):
"Netiquette (neologism, a morphological blend formed from "Internet etiquette") is a catch-all term for the conventions of politeness and respect recognized on Usenet, in mailing lists, in live chat systems, and on other electronic forums such as Internet message boards. These conventions address the relationship between personal behavior and group phenomena, (emphasis added) and outline a dynamic set of guidelines for conduct that is conducive to pleasant, efficient and agreeable interaction."

In general, this means:

• Not flaming (personally attacking) anyone. It is possible to disagree with an idea without flaming the person espousing the idea. We will all work toward this goal.
• Using emoticons and acronyms to convey your emotional intent in order to avoid misunderstandings.
• To signify that you're gently expressing an opinion, use IMHO (In My Humble Opinion).
• Remember that it is easy to misinterpret written communication. Sometimes you may inadvertently seem impolite or feel that someone else was doing the same - talk it out instead of assuming the person meant to be rude.
• Adopting a positive tone to your conversation, even if this means softening your criticism of an idea.

In general, good Netiquette means being a positive presence, a good citizen, and exhibiting a helpful attitude. Question: Have I contributed meaningfully to our community today?
Student Responsibilities in an Online Environment

(1) It is important to Log-In on Mondays in order to get a good start on the week’s activities. There will be announcements and updates posted regularly.

(2) Students should check their university email accounts for messages each day during the semester. If students prefer emails to be sent to their own personal email addresses, then they have to arrange for the forwarding of university emails to their personal email addresses.

(3) Keep up with the weekly readings and assignments.

(4) Communicate with your teammates and responding quickly to communications from team members.

(5) Actively engage with the discussion boards. A great deal of online learning occurs during these online interactions.

Course Policies

*Late work and Make-up Exams.* Credit for late work begins at 50% of full credit for the assignment. No makeup exams are given unless adequate documentation is presented for either (1) work assignments or (2) medical emergencies that necessitate your absence. No makeup exams are given for personal business.

*Extra Credit.* No extra credit is offered in this course, unless it is offered and made available for all students in the course.

*Academic Integrity/Plagiarism.* 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, falsification, forgery, complicity or plagiarism. (Plagiarism is the presentation of the work of another as one’s own work.) In this class, academic misconduct or complicity in an act of academic misconduct on an assignment or test will result in a failing grade on that assignment or test, and the student will be referred to the University for disciplinary action.
**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. Check the TAMUCC website for the last day to drop a class with an automatic grade of “W” this term.

**Preferred Method of Scholarly Citation.** APA (American Psychological Association) format is the preferred method of scholarly citation in this course.

**Classroom/Professional Behavior.** Texas A&M University-Corpus Christi, as an academic community, requires that each individual respect the needs of others to study and learn in a peaceful atmosphere. Under Article III of the Student Code of Conduct, classroom behavior that interferes with either (a) the instructor’s ability to conduct the class or (b) the ability of other students to profit from the instructional program may be considered a breach of the peace and is subject to disciplinary sanction outlined in article VII of the Student Code of Conduct. Students engaging in unacceptable behavior may be instructed to leave the classroom. This prohibition applies to all instructional forums, including classrooms, electronic classrooms, labs, discussion groups, field trips, etc.

**Statement of Civility.** Texas A&M University-Corpus Christi has a diverse student population that represents the population of the state. Our goal is to provide you with a high quality educational experience that is free from repression. You are responsible for following the rules of the University, city, state and federal government. We expect that you will behave in a manner that is dignified, respectful and courteous to all people, regardless of sex, ethnic/racial origin, religious background, sexual orientation or disability. Behaviors that infringe on the rights of another individual will not be tolerated.

**Statement of Academic Continuity.** In the event of an unforeseen adverse event, such as a major hurricane and classes could not be held on the campus of Texas A&M University–Corpus Christi; this course would continue through the use of Blackboard and/or email. In addition, the syllabus and class activities may be modified to allow continuation of the course. Ideally, University facilities (i.e., emails, web sites, and Blackboard) will be operational within two days of the closing of the physical campus. However, students need to make certain that the course instructor has a primary and a secondary means of contacting each student.
**Grade Appeals.**

As stated in University Procedure 13.02.99.C2.01, Student Grade Appeal Procedures, 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 Procedure 13.02.99.C2.01, Student Grade Appeal Procedures. These documents are accessible through the University Rules Web site at: [http://www.tamu.cc/provost/university_rules/index.html](http://www.tamu.cc/provost/university_rules/index.html). For assistance and/or guidance in the grade appeal process, students may contact the Dean’s office in the college in which the course is taught or the Office of the Provost.

**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 Corpus Christi Hall 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.
Week 1
Introduction to Course
Intro to BSG
Assignment – Introduction Discussion Board
Effective Team Behaviors Reading
Login to BSG & Read Player’s Guide
Meet with Group and Name BSG Team

Week 2
Lecture: Strategy, Business Models & Competitive Advantage
Reading Assignment: Chapter 1 Textbook
Assignment: Chapter 1 Quiz
Robin Hood Case Assignment

BSG Practice YR 11

Week 3
Lecture – Charting a Company’s Direction
Reading Assignment: Chapter 2 Textbook
Assignment: Chapter 2 Quiz
BSG Quiz One

BSG YR 11

Week 4
Lecture – Evaluating a Company’s External Environment
Reading Assignment: Chapter 3 Textbook
Assignment: Chapter 3 Quiz
Financial Ratio Assignment

BSG YR 12

Week 5
Lecture – Evaluating a Company’s Resources, Capabilities & Competitiveness
Reading Assignment: Chapter 4 Textbook
Assignment: Chapter 4 Quiz
Financial Ratio Analysis Assignment

BSG YR 13
# MGMT 4388 Online
## Class Schedule (Continued)

<table>
<thead>
<tr>
<th>Week</th>
<th>Lecture</th>
<th>Reading Assignment</th>
<th>Assignment</th>
<th>Library Research Assignment</th>
<th>BSG Year</th>
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<tbody>
<tr>
<td>6</td>
<td>The Five Generic Competitive Strategies</td>
<td>Chapter 5 Textbook</td>
<td>Chapter 5 Quiz</td>
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<td>YR 14</td>
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<tr>
<td>7</td>
<td>Strengthening a Company’s Competitive Position</td>
<td>Chapter 6 Textbook</td>
<td>Chapter 6 Quiz</td>
<td>Mystic Monk Case Analysis</td>
<td>YR 15</td>
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<tr>
<td>8</td>
<td>Strategies for Competing in International Markets</td>
<td>Chapter 7 Textbook</td>
<td>Chapter 7 Quiz</td>
<td>Under Armour Case Analysis</td>
<td>YR 16</td>
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<td>9</td>
<td>Corporate Strategy: Diversification and the Multibusiness Company</td>
<td>Chapter 8 Textbook</td>
<td>Chapter 8 Quiz</td>
<td>BSG Team Presentation Prep</td>
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<tr>
<td>10</td>
<td>BSG Team Presentations</td>
<td></td>
<td></td>
<td>Class Peer Assessments</td>
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*BSG = Business Strategy Game*