Instructor: W. Scott Sherman, Ph.D.
Office: OCNR 384
Office Hours: MTW 3:30-5:30 p.m. or by appointment (Summer I)
By appointment (Summer II)
Telephone: Office: 361-825-2167
E-mail: scott.sherman@tamucc.edu
Course Slides: Blackboard 9 (BB9.tamucc.edu)

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 NOTES:
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.
ACTIVITIES AND GRADING

Strategic Management Analysis Project: (300 Points)
Each individual student will be responsible for completing an analysis of a viable and currently active publicly-traded company. The specifics for this assignment are in a separate document titled “Project Outline.” The analysis will include environmental analysis, industry analysis, analysis of the value chain and resource-based view of the firm, determination of generic strategy, discussion of competitive dynamics, and development of three viable options, strategic recommendation, and major implementation issues. The final paper will be no more than 30 pages, excluding executive summary, appendices, and bibliography. Students will have an opportunity to schedule a one-hour project session with Dr. Sherman in July. Please see course schedule for specifics.

Comprehensive Examination: (200 points)
A comprehensive examination will be given during the semester. No makeup exam will be given. The test will include true-false, multiple-choice, and essay questions.

Group Strategic Analysis: (150 points)
Students will be organized into a learning group early in the semester. The learning group will be responsible for doing a complete analysis of a company in an industry determined by the class. The learning group will be responsible for a presentation of not less than 15 minutes or more than 20 minutes on its company. The learning group will be responsible for a paper of not more than 30 pages excluding appendices on its company to be submitted following its presentation. The general outline for the Strategic Management Analysis Project provides a good template for this analysis with the exception that the group paper does NOT include an implementation section.
I reserve the right to adjust group project points for individual contribution.

Individual Data Assignments: (100 points)
Each individual student is responsible for completing four (4) data assignments. Each data assignment will be online and worth twenty-five (25) points.

Individual Online Quizzes: (100 points)
Four (4) Quizzes will be given online during the course of the semester. These quizzes and their due dates are:
- Syllabus Quiz 8 a.m. 6/02/2016
- Research Methods Quiz 8 a.m. 6/07/2016
- Project Outline Quiz 8 a.m. 6/07/2016
- Formulation Quiz 8 a.m. 6/21/2016
Each quiz will test your understanding of an important element of this course and will be administered online on Blackboard. Please contact the Islander Online website at https://iol.tamucc.edu/student_resources.html if you have difficulties in accessing the course or the quiz on Blackboard (bb9.tamucc.edu). Each quiz is worth 25 points.

Individual Papers: (50 points)
Each individual student will submit two INDIVIDUAL (2) papers. The papers will be 2-3 page responses to specific questions. Proper writing and grammar are critical to these assignments. Dr. Sherman will provide further direction at the appropriate time. Each individual paper is worth twenty-five (25) points.
Online Contribution: (40 points)
Each individual student will have four (4) opportunities to contribute to online discussions following key topic discussions in class. Students will be able to earn up to ten (10) points per online discussion. The basis for receiving points will be discussed in the first class session.

Individual Contribution: (60 points)
Class contribution will be assessed through in-class participation as well as feedback from group members throughout the semester. Students also are required to submit the introduction paper listed below, and peer assessments of group member participation for the group strategic analysis project. Class attendance will also be a factor in assigning the individual contribution grade.

Required Assignments (No Grade):

Introduction Paper:
Each student is responsible for submitting a paper by Thursday, June 2, 2016 at 8 a.m. that introduces the student to the professor and the class. The papers will be posted online for all students to see as students decide on group formation. More details will be provided for the first class session, Tuesday, May 31, 2016.

<table>
<thead>
<tr>
<th>Grading Item</th>
<th>Points</th>
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<tbody>
<tr>
<td>Strategic Management Analysis Project</td>
<td>300</td>
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<tr>
<td>Comprehensive Exam</td>
<td>200</td>
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<tr>
<td>Group Strategic Management Analysis Project</td>
<td>150</td>
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<tr>
<td>Individual Data Assignments</td>
<td>100</td>
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<tr>
<td>Individual Online Quizzes (4 Quizzes worth 25 points Each)</td>
<td>100</td>
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<tr>
<td>Individual Papers</td>
<td>50</td>
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<tr>
<td>Online Contribution</td>
<td>40</td>
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<tr>
<td>Individual Contribution</td>
<td>60</td>
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<tr>
<td>Total Points</td>
<td>1000</td>
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Final Grades May Be Assigned As Follows

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

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. 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 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 or leaving after class started may be considered absent for the day.

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 explored in assigned readings. 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 Policy
All students are expected to maintain a high standard of ethics in their academic activities. ANY form of academic dishonesty is considered a serious matter. Forms of academic dishonesty include, but are not limited to: cheating on tests, examinations or other class work; involvement in plagiarism (the appropriation of another's work [including material from the Internet] and the unacknowledged incorporation of that work in one's own); collusion (the unauthorized collaboration with another person); misrepresentation of actions; and falsifying information. Sanctions for a student's academic dishonesty may include, but are not limited to: requiring a student to redo a class assignment; recording an F (Failure) for a specific test, examination or class assignment which involved dishonesty; or recording an F (Failure) for a final course grade. Additional sanctions may include probation, suspension, or removal from the university.

Statement of Civility
Texas A&M University-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 University-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, 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.

Americans with Disabilities Act
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, Room 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.
## Course Calendar
MGMT 5355 Summer 2016 SUMMER I

<table>
<thead>
<tr>
<th>DATE</th>
<th>TOPICS</th>
<th>ASSIGNMENT</th>
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<tbody>
<tr>
<td>SESSION 1</td>
<td>Epistemological Concepts</td>
<td>Ch 1 WSSG1&lt;br&gt;Introduction Paper Due 8 a.m. 6/02/2016&lt;br&gt;Syllabus Quiz Due 8 a.m. 6/02/2016&lt;br&gt;Ch 2 WSSG3&lt;br&gt;Ch 2 WSSG4</td>
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<tr>
<td>T: 5/31</td>
<td>Introduction And Overview&lt;br&gt;General Environment&lt;br&gt;Industry Environment&lt;br&gt;Group Formation</td>
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<td>Research Methods&lt;br&gt;Project Outline Material&lt;br&gt;Macro Data Assignment&lt;br&gt;Industry Data Assignment</td>
<td>Research Methods Quiz Due 8 a.m. 6/07/2016&lt;br&gt;Project Outline Quiz Due 8 a.m. 6/07/2016&lt;br&gt;Online Discussion closes 8 a.m. 6/07/2016&lt;br&gt;DA 1 Due 8 a.m. 6/7/2016&lt;br&gt;DA 2 Due 8 a.m. 6/7/2016</td>
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<td>NCM: 6/02</td>
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<td>SESSION 2</td>
<td>Discuss Prior Assignments&lt;br&gt;Value Chain&lt;br&gt;Resource Based View</td>
<td>CH 3 WSSG5&lt;br&gt;CH 3 WSSG6</td>
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<tr>
<td>T: 6/7</td>
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<tr>
<td>NCM: 6/09</td>
<td>Value Chain Data Assignment&lt;br&gt;Resource Based View Data Assignment</td>
<td>Memo I Due 8 a.m. 6/13/2016&lt;br&gt;Online Discussion closes 8 a.m. 6/14/2016&lt;br&gt;DA 3 Due 8 a.m. 6/14/2016&lt;br&gt;DA 4 Due 8 a.m. 6/14/2016</td>
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<td>SESSION 3</td>
<td>Discuss Prior Assignments&lt;br&gt;Discuss SWOT and Initial Options&lt;br&gt;Market Elasticity&lt;br&gt;Market Dynamics</td>
<td>CH 4&lt;br&gt;CH 5 WSSG7</td>
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<tr>
<td>T: 6/14</td>
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<tr>
<td>NCM: 6/16</td>
<td>Corporate Strategies</td>
<td>Memo 2 Due 8 a.m. 6/20/2016&lt;br&gt;Online Discussion closes 8 a.m. 6/21/2016&lt;br&gt;CH. 6, 7, 8, 9 WSSG8</td>
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<tr>
<td>SESSION 4</td>
<td>Implementation Issues&lt;br&gt;Group Project Workshop</td>
<td>Formulation Quiz Due 8 a.m. 6/23/2016&lt;br&gt;Group Analysis Notes Due 12 noon 6/26/2016</td>
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<tr>
<td>T: 6/21</td>
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<td>NCM: 6/23</td>
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<tr>
<td>SESSION 5</td>
<td>Group Presentations&lt;br&gt;Pulling it All Together</td>
<td>Group Meetings 6/26 – 6/27&lt;br&gt;Attendance Required&lt;br&gt;Schedule 1-on-1 Meetings 7/13-7/19</td>
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<td>T: 6/28</td>
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<td>SESSION 6</td>
<td>Comprehensive Examination</td>
<td>In class&lt;br&gt;Attendance Required</td>
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<td>R: 6/30</td>
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Course Calendar  
MGMT 5355 SUMMER II 2016

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
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| 7/06  | Written Group Strategic Analysis due  
In both electronic and physical (spiral or comb bound) form by 6:00 p.m. 7/06/2016 |
| 7/07  | Submit Peer Group Evaluations via Blackboard by 6:00 p.m. 7/07/2016 |
| 7/13-7/19 | One-on-One meetings  
Per schedule of 6/28/2016 |
| 7/28  | Individual SMAP Due  
Electronic and physical (spiral or comb bound) copies by 6:00 p.m. 7/27/2016 |
| 8/06  | Graduation |