Instructor: W. Scott Sherman, Ph.D.
Office: OCNR 384
Office Hours: TR 1:00-3:00 PM, W 4:30-6:30 PM, or by appointment
Telephone: Office: 361-825-2167
e-mail: scott.sherman@tamucc.edu
ISBN 978-1-305-50214-7
Blackboard 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 must be in APA format. A final paper not submitted in APA format will result in the loss of a MINIMUM of ten (10) percent of the final paper grade.
ACTIVITIES AND GRADING

Strategic Analysis Project: (300 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 Thursday, January 26, 2017. Your group will select a firm from a list Dr. Sherman will provide. The assignment will be broken into five (5) elements. The five elements are:

- Preliminary External Analysis: 25 points
- External Analysis Review Paper
- Preliminary Internal Analysis: 25 points
- Internal Analysis Review Paper
- Preliminary Formulation: 25 points
- Strategic Formulation Review Paper
- Oral Final Presentation: 75 points
- Final Presentation
- Written Final Paper: 150 points
- Final Paper

Total: 300 points

The project includes analysis and details are provided in the project outline available on Blackboard™. Each review paper should be 5-6 pages in length, double-spaced, 12-point Times Roman, one-inch margin. All team members must participate in the final presentation, which will be seven (7) to ten (10) minutes in length and follow the supplied template. Each team member is responsible for submitting an evaluation of the group before the preliminary review paper grades for that group will be released.

Tests: (500 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: (50 points)
Individual participation will be assessed through professor observation, and feedback from class members throughout the semester. Class attendance also will be a factor in assigning this grade, and is not a major component. 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. Also, I reserve the right to deduct 100 points from a student's accumulated total points for EACH absence in excess of three (3).

Group Contribution: (30 points)
Group contribution will be assessed through group process reviews, and individual group member evaluations following the final group presentation and paper submission.
I reserve the right to adjust individual group assignment points based on group evaluations.

Syllabus Quiz: (10 points)
A quiz over your understanding of this syllabus will be administered online and will be on Tuesday, January 24, 2017 due by 8 a.m. 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). The quiz is worth 10 points.

Project Outline Quiz: (10 points)
A quiz over your understanding of the final project outline will be administered online, will be available after 8 a.m. on Tuesday, January 24, 2017 on Blackboard (bb9.tamucc.edu), and is due on Tuesday, February 14, 2017 by 8 a.m. on Blackboard. The quiz is worth 10 points.
**Major Field Test: (100 points)**
The Major Field Test (MFT) is required for all students pursuing the Bachelor of Business Administration degree and is administered as part of MGMT 4388, Administrative Policy and Strategy. Students must also be enrolled in BUSI 0088 to receive announcements regarding the MFT and to enroll to take the MFT. Students are required to meet a minimum score to be determined after the administration of the MFT. This minimum score will be based upon the mean score for all students in the College of Business.

Students who score above the minimum score on the MFT will receive their percentile score out of 100 possible points. Successful completion of the MFT is a requirement of MGMT 4388. Students who fail to score the minimum score for the MFT have not successfully completed the MFT, will receive no points for the MFT, and are required to retake the MFT.

Example 1: Student A scores at the 56 percentile on the MFT. Student A receives 56 points out of 100 possible points for the MFT and has successfully completed the MFT.

Example 2: Student B scores below the minimum score for the MFT. Student B receives zero (0) points, has not successfully completed the MFT, and is required to retake the MFT. Student B may earn the percentile score out of 100 possible points on the second MFT administration if the second MFT score is above the minimum score.

The current TENTATIVE dates and times for MFT are TBA

These dates and times are subject to change as class scheduling is the priority.
Registration will open on TBA.
Please check the BUSI 0088 Blackboard Page for updates.
Summary

- Three (3) Group Preliminary Papers (25 points each). The goal of these papers is *practice and feedback* so that the final report and presentation are of the highest professional caliber. *Grammar and proper writing are critical for each paper.*

- A final report (150 points) and final presentation (75 points) at the end of the semester which integrates the preliminary reports and other work into a smooth well-developed final report.

- Two (2) Exams worth 250 points apiece (500 points).

- Successful completion of the Major Field Test (100 points).

- Individual participation (50 points).

- Group contribution (30 points)

- Syllabus Quiz (10 points).

- Project Outline Quiz (10 points).

- Each student must submit a group evaluation form after each preliminary paper 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>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Analysis Project</td>
<td>300</td>
</tr>
<tr>
<td>Tests</td>
<td>500</td>
</tr>
<tr>
<td>MFT</td>
<td>100</td>
</tr>
<tr>
<td>Individual Participation</td>
<td>50</td>
</tr>
<tr>
<td>Group Contribution</td>
<td>30</td>
</tr>
<tr>
<td>Syllabus Quiz</td>
<td>10</td>
</tr>
<tr>
<td>Project Outline Quiz</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1000</strong></td>
</tr>
</tbody>
</table>

### Final Grades 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 three (3). Additionally, late assignments 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.

### 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 spread sheets 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.tamus.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.

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
**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.

**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 grade of F.

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.

**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. 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, April 7, 2017 is the last day to drop a class with an automatic grade of “W” this term.

**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](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.
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.

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.

Electronic Submission of Final Papers
The strategic analysis project is to be submitted in print and electronic form. The electronic form is to be submitted via Blackboard™. 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 assuming the client firm is Target, Inc. (TGT):

1. File one should be named with the course number followed by the company name followed by the number 1. Example: MGMT4388 TGT 1.doc. This file should contain the title page, table of contents, and executive summary. Please enter the ticker symbol of your client firm instead of the ticker symbol TGT.

2. File two should be named with the course number followed by the company name followed by the number 2. Example: MGMT4388 TGT 2.doc. This file should contain the main body of the paper from introduction through implementation. Please enter the ticker symbol of your client firm instead of the ticker symbol TGT.

3. File three should be named with the course number followed by the company name followed by the number 3. Example: MGMT4388 TGT 3.doc. This file should contain the paper references, appendices, and any other attachments. Please enter the ticker symbol of your client firm instead of the ticker symbol TGT.

All files should be MicrosoftWord™ documents with computer suffix “.docx”.
<table>
<thead>
<tr>
<th>DATE</th>
<th>TOPICS</th>
<th>ASSIGNMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/19</td>
<td>Introduction &amp; Overview</td>
<td>Syllabus</td>
</tr>
<tr>
<td>1/24</td>
<td>Strategy Management and Strategic Competitiveness</td>
<td>CH01</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Syllabus Quiz Due 8 a.m.</td>
</tr>
<tr>
<td>1/26</td>
<td>Research Methods, Group Formation</td>
<td>CH01</td>
</tr>
<tr>
<td>1/31</td>
<td>The External Environment: General Environment</td>
<td>CH02</td>
</tr>
<tr>
<td>2/02</td>
<td>The External Environment: Industry Analysis</td>
<td>CH02</td>
</tr>
<tr>
<td>2/07</td>
<td>The External Environment: Challenges</td>
<td>CH02</td>
</tr>
<tr>
<td>2/09</td>
<td>The Internal Organization: Value Chain Analysis</td>
<td>CH03</td>
</tr>
<tr>
<td>2/14</td>
<td>The Internal Organization: Resource Based View</td>
<td>CH03</td>
</tr>
<tr>
<td>2/16</td>
<td>The Internal Organization: Challenges</td>
<td>CH03</td>
</tr>
<tr>
<td>2/21</td>
<td>External Analysis Workshop</td>
<td>External Analysis Draft</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Due 2/19 11:59 p.m.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Outline Quiz Due 2/14 8 a.m.</td>
</tr>
<tr>
<td>2/23</td>
<td>External Analysis Workshop (Work in Groups)</td>
<td>External Analysis Due 2/26 11:59 p.m.</td>
</tr>
<tr>
<td>2/28</td>
<td>Feedback</td>
<td>CH03</td>
</tr>
<tr>
<td>3/02</td>
<td>SWOT/Competitive Analysis/Initial Options</td>
<td>CH03</td>
</tr>
<tr>
<td>3/07</td>
<td>Internal Analysis Workshop</td>
<td>Internal Analysis Draft</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Due 3/05 11:59 p.m.</td>
</tr>
<tr>
<td>3/09</td>
<td>Internal Analysis Workshop (Work in Groups)</td>
<td>Internal Analysis Due 3/19 11:59 p.m.</td>
</tr>
<tr>
<td>3/14</td>
<td>Spring Break – Be Safe</td>
<td></td>
</tr>
<tr>
<td>3/16</td>
<td>Spring Break – Be Safe</td>
<td></td>
</tr>
<tr>
<td>3/21</td>
<td>Feedback/Exam Review</td>
<td></td>
</tr>
<tr>
<td>3/23</td>
<td>EXAMINATION I</td>
<td>CH 01-03 ARM</td>
</tr>
<tr>
<td>3/28</td>
<td>Porter’s Generic Business Level Strategies</td>
<td>CH04</td>
</tr>
<tr>
<td>3/30</td>
<td>Competitive Rivalry and Competitive Dynamics</td>
<td>CH05</td>
</tr>
<tr>
<td>4/04</td>
<td>Options and Implementation</td>
<td>CH08 CH09 CH10 CH11</td>
</tr>
<tr>
<td>4/06</td>
<td>Corporate-Level Strategy</td>
<td>CH06 CH07</td>
</tr>
<tr>
<td>4/11</td>
<td>Strategic Formulation Workshop</td>
<td>Formulation Drafts Due 4/09 11:59 p.m.</td>
</tr>
<tr>
<td>4/13</td>
<td>Strategic Formulation Workshop (Work in Groups)</td>
<td>Formulation Due 4/16 11:59 p.m.</td>
</tr>
<tr>
<td>4/18</td>
<td>Feedback/Final Presentation Review</td>
<td></td>
</tr>
<tr>
<td>4/20</td>
<td>Final Presentations</td>
<td>Attendance Required</td>
</tr>
<tr>
<td>4/25</td>
<td>Corporate Governance / Exam Review</td>
<td>CH10 CH11</td>
</tr>
<tr>
<td>4/27</td>
<td>EXAMINATION II</td>
<td>CH 04-12 ARM</td>
</tr>
<tr>
<td>5/02</td>
<td>Submit Final Reports</td>
<td>Paper and Digital by 11:00 AM</td>
</tr>
<tr>
<td>5/02</td>
<td>Submit Group Evaluation</td>
<td>Paper or Digital by 12:15 PM</td>
</tr>
<tr>
<td>5/09</td>
<td>Putting It All Together, Course Results</td>
<td>Attendance Required</td>
</tr>
<tr>
<td>5/13</td>
<td>Graduation</td>
<td></td>
</tr>
</tbody>
</table>

ARM = All Relevant Material