Course number: MGMT 4388  
Instructor: Dr. W. Scott Sherman  
Semester: SPRING 2019  
Office: OCNR 384  
Office Telephone: (361) 825-2167  
Office Hours:  
In office: MW 3:30-5:30p  
Or other times by appointment

**Course Description:** 3 semester hours. 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.

**Course Prerequisites:** 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:**

By the end of this course, the students will be able to:

- Demonstrate the research capabilities and critical thinking necessary to gather and interpret key environmental data (BBA Goal 1, Objective 1; 2).
- Exhibit the analytical and ethical decision-making skills necessary for dealing with complex strategic planning (BBA Goal 3, Objective 1; Goal 4, Objective 1).
- Analyze a firm’s mission, including broad statements about its purpose, philosophy, and goals (BBA Goal 2, Objective 1).
- Assess a firm’s external environment, including the general, industry, and competitive environments (BBA Goal 2, Objective 1; 2; 3).
- 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 (BBA Goal 2, Objective 1; 2; 3).
- Illustrate the communication and computer skills necessary to make effective individual and team oral and written presentations (BBA Goal 1, Objective 1; 2).

**Major Course Requirements**

<table>
<thead>
<tr>
<th></th>
<th>Points</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>BSG Strategy Simulation</td>
<td>400</td>
<td>40%</td>
</tr>
<tr>
<td>Tests (2)</td>
<td>300</td>
<td>30%</td>
</tr>
<tr>
<td>Chapter Quizzes (10 Quizzes. Drop Lowest Quiz Score)</td>
<td>270</td>
<td>27%</td>
</tr>
<tr>
<td>Syllabus Quiz</td>
<td>30</td>
<td>3%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1000</td>
<td>100%</td>
</tr>
</tbody>
</table>
**Required Materials**


**ACTIVITIES AND GRADING**

**BSG Strategy Simulation: (400 Points)**
The Business Strategy Game (BSG) is an online based business simulation. Students will be randomly assigned to work in teams of three or four students who act as co-managers of a simulated company competing with other teams in this section. Course participants are required to purchase access to the BSG (www.bsg-online.com) and use the online portal to complete assignments related to the BSG. The simulation requires a series of decisions be made over a wide range of business areas such as manufacturing, marketing, corporate social responsibility (CSR), employee wages, and distribution. The grade for the BSG (40% of the overall course grade) is further broken down into six (6) elements. The six elements are:

<table>
<thead>
<tr>
<th>Element</th>
<th>Percentage</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>BSG Overall Company Performance</td>
<td>25%</td>
<td>100</td>
</tr>
<tr>
<td>Final In-Class Presentation of Results</td>
<td>25%</td>
<td>100</td>
</tr>
<tr>
<td>BSG Quiz 1</td>
<td>15%</td>
<td>60</td>
</tr>
<tr>
<td>BSG Quiz 2</td>
<td>15%</td>
<td>60</td>
</tr>
<tr>
<td>BSG Comprehensive Examination</td>
<td>15%</td>
<td>60</td>
</tr>
<tr>
<td>BSG Peer Evaluation</td>
<td>5%</td>
<td>20</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
<td><strong>400</strong></td>
</tr>
</tbody>
</table>

Each student is required to submit a peer evaluation of team members at the end of the semester. Failure to submit a peer evaluation by the assigned deadline and in the correct format will result in the loss of 100 points, one course letter grade.

I reserve the right to adjust individual group points based on group evaluations.

**Tests: (300 points)**
Two (2) 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.

**Chapter Quizzes (270 points)**
Ten (10) quizzes worth a maximum of 30 points each will be assigned during the semester to measure your understanding of the principles covered in assigned textbook chapters. The lowest quiz grade will be dropped. The pre-quizzes are due by 11:59p. the day before we begin to cover the material in class. A post-quiz will be available after coverage of the material in class is complete and is due by 11:59p on the assigned date in the class schedule. Grading for the quizzes is based on the following formula.
Score on Pre-Quiz | Post-Quiz Score Multiplied by;
--- | ---
Less than 20% | Zero (0)
20-59% | Percentage Score on Pre-Class Quiz
60% or more | 100%

<table>
<thead>
<tr>
<th>Example</th>
<th>Pre-Quiz Score</th>
<th>Post-Quiz Score</th>
<th>Chapter Quiz Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student 1</td>
<td>0%</td>
<td>27</td>
<td>0</td>
</tr>
<tr>
<td>Student 2</td>
<td>20%</td>
<td>27</td>
<td>5.4</td>
</tr>
<tr>
<td>Student 3</td>
<td>80%</td>
<td>27</td>
<td>27</td>
</tr>
</tbody>
</table>

**Syllabus Quiz: (30 points)**
A quiz over your understanding of this syllabus will be administered online and will be due on Wednesday, July 10, 2019 by 11:59p 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 thirty (30) points.

**Course Policies**

**Grading**

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

**Class Attendance**

Attendance and participation are critical for adequate performance in this course. A variety of methods will be used to determine attendance, punctuality, and participation. The professor reserves the right to deduct 100 points from a student's accumulated total points for EACH absence in excess of THREE (3). 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 silenced 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.

**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). Academic misconduct or complicity in an act of academic misconduct on an assignment or test in this class will result in a zero for the first incident and a grade of “F” in the course for any additional offense.
**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. July 29, 2019 is the last day to drop a class with an automatic grade of “W” this term.

**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.

**Preferred methods of scholarly citations** – APA style is the only accepted method used for citations and referencing in this class. All work should be paraphrased rather than copied directly. Material used from sources other than the text should use APA style citations and references.

**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.

**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.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 Dean’s office in the college in which the course is taught or the Office of the Provost.
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.
<table>
<thead>
<tr>
<th>DATE</th>
<th>TOPICS</th>
<th>ASSIGNMENT (note due = @)</th>
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</thead>
</table>
| 7/8  | Introduction & Overview  
      What is strategy and why is it important? | Syllabus Quiz @ 7/10 11:59p  
      CH01 Pre-Quiz @ 7/08 In class  
      CH01 Post-Quiz @ 7/09 11:59p |
| 7/10 | Charting a company’s direction: It’s vision, mission, objectives and strategy  
      Group Formation and BSG Strategy Game Orientation | CH02 Pre-Quiz @ 7/09 11:59p  
      CH02 Post-Quiz @ 7/11 11:59p  
      BSG Materials  
      1st BSG Practice Decision @ 7/11 11:59p |
| 7/15 | Evaluating a company’s external environment | CH03 Pre-Quiz @ 7/14 11:59p  
      CH03 Post-Quiz @ 7/16 11:59p  
      Review 1st practice decision results  
      2nd Practice Decision @ 7/16 11:59p |
| 7/17 | Evaluating a company’s resources, capability, and competitiveness  
      BSG Group Meetings | CH04 Pre-Quiz @ 7/16 11:59p  
      CH04 Post-Quiz @ 7/18 11:59p  
      BSG Quiz 1 @ 7/19 11:59p  
      YR11 BSG Decision @ 7/17 11:59p  
      YR12 BSG Decision @ 7/19 11:59p |
| 7/22 | The five generic competitiveness strategies  
      Strengthening a company’s competitive position: Strategic Moves, Timing, and Scope of Operations  
      Exam Review | CH05 Pre-Quiz @ 7/21 11:59p  
      CH06 Pre-Quiz @ 7/21 11:59p  
      CH05 Post-Quiz @ 7/23 11:59p  
      CH06 Post-Quiz @ 7/23 11:59p  
      YR13 BSG Decision @ 7/22 11:59p |
| 7/24 | EXAMINATION I  
      Strategies for competing in international markets | Attendance Required Chapters 1-6  
      CH07 Pre-Quiz @ 7/23 11:59p  
      CH07 Post-Quiz @ 7/26 11:59p  
      YR14 BSG Decision @ 7/24 11:59p  
      YR15 BSG Decision @ 7/26 11:59p  
      YR16 BSG Decision @ 7/28 11:59p |
| 7/29 | Corporate Strategy  
      Ethics, corporate social responsibility, environmental sustainability and strategy  
      BSG Group Meetings | CH08/09 Pre-Quiz @ 7/28 11:59p  
      CH08/09 Post-Quiz @ 7/30 11:59p  
      YR17 BSG Decision @ 7/29 11:59p  
      BSG Quiz 2 @ 7/30 11:59p |
| 7/31 | Building an organization capable of good strategy execution.  
      Managing internal operations: Actions that promote good strategy execution | CH10/11 Pre-Quiz @ 7/30 11:59p  
      CH10/11 Post-Quiz @ 8/01 11:59p  
      YR18 BSG Decision Due @ 7/31 11:59p  
      YR19 BSG Decision Due @ 8/02 11:59p  
      YR20 BSG Decision Due @ 8/04 11:59p |
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>8/05</td>
<td>Corporate Culture and Leadership: Keys to Good Strategy Execution Exam II Review</td>
<td>CH12 Pre-Quiz @ 7/30 11:59p</td>
</tr>
<tr>
<td></td>
<td>Discuss BSG Results/Presentation Q&amp;A</td>
<td>BSG Exam @ 8/06 11:59 p.m.</td>
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<tr>
<td></td>
<td>BSG Exam Review</td>
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<tr>
<td></td>
<td>Presentation Workshop</td>
<td></td>
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<tr>
<td>8/07</td>
<td>BSG Results Presentation</td>
<td>BSG Results Presentations @ 8/07 12n</td>
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<tr>
<td></td>
<td>EXAMINATION II</td>
<td>BSG Evaluations @ 8/07 3:00p</td>
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<tr>
<td></td>
<td></td>
<td>Attendance Required Chapters 7-12</td>
</tr>
<tr>
<td>8/10</td>
<td>Graduation</td>
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