Course number: MGMT 5355
Semester: Fall 2018
Office Telephone: (361) 825-2167
Email: scott.sherman@tamucc.edu

Instructor: Dr. W. Scott Sherman
Office: OCNR 384
Office Hours: TR: 1:30-3:00p
TW: 5:00-6:30p*
Or by appointment or online

*- On a week that classes are scheduled for these days meet face-to face.
Students are encouraged to contact the professor online during a week class meets on-line.

Course Description: 3 sem. hrs. An analysis of strategic decision making, policy, and strategy. Focus is on the integrative and multi-functional nature of organizational strategy decision. Intensive analysis of the influence of administrative decisions on organizational outcomes.

Course Prerequisites: 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.

Learning 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.
COURSE TEXTBOOK:

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.” Please note that firm selection is part of the total points for this project and that firm selection is due by October 24, 2018 to avoid a loss of 30 points (one letter grade for the project) on your project. 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 November. 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.

**Individual Online Quizzes:** (200 points)
Eight (8) online quizzes will be given online during the course of the semester. Each quiz is worth twenty (2) points and will be posted on Blackboard. These quizzes and their due dates are:

- Syllabus Quiz 09/05/2018 8a
- Macro Analysis Quiz 09/05/2018 8a
- Industry Analysis Quiz 09/05/2018 8a
- Research Methods Quiz 09/12/2018 8a
- Value Chain Analysis Quiz 09/19/2018 8a
- Resource Based View Analysis Quiz 09/19/2018 8a
- Formulation Quiz 10/03/2018 8a
- Project Outline Quiz 10/10/2018 8a
- Corporate Strategy Quiz 10/17/2018 8a
- Governance and Ethics Quiz 11/07/2018 8a

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](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 20 points.

**Group Strategic Analysis Project:** (150 points)
Students will be organized into learning groups early in the semester. Each learning group will be responsible for doing a complete analysis of a company in an industry determined by the class. Each learning group will be responsible for a presentation of not less than 7 minutes or more than 10 minutes on its company. Each 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 Papers:** (50 points)
Each individual student will submit two (2) INDIVIDUAL 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.

**Required Assignments (No Grade):**

**Introduction Paper:**
Each student is responsible for submitting a paper by Wednesday, September 5, 2018 at 8a 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 initial class session, Wednesday, August 29, 2018.

<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>
</tr>
<tr>
<td>Individual Online Quizzes (10 Quizzes worth 20 points Each)</td>
<td>200</td>
</tr>
<tr>
<td>Group Strategic Management Analysis Project</td>
<td>150</td>
</tr>
<tr>
<td>Individual Data Assignments</td>
<td>100</td>
</tr>
<tr>
<td>Individual Papers</td>
<td>50</td>
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<tr>
<td><strong>Total Points</strong></td>
<td><strong>1000</strong></td>
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**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 TWO (2). Additionally, exercise thought paper assignments made on the day the student is absent will not be accepted, resulting in lost points. 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 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.
Expectations Regarding Fully-Functioning Adult (FFA) Behavior
Students in Management 5355 are graduate students in an AACSB-accredited College of Business and are expected to behave as adults. Each student is responsible for his or her own behavior and meeting all course assignments and requirements. I am willing as the professor to assist any student struggling with any subject matter or topic. However, I will only assist if asked for assistance. 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 zero the first time and failing 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. November 9, 2018 is the last day to drop a class with an automatic grade of “W” this term.

Preferred methods of scholarly citations – APA style is the only accepted method used for citations and referencing during 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.

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.
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. 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>Week</th>
<th>Required Readings/ Class topics</th>
<th>Assessments</th>
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| 1 8/29 | Ch 1 What is Strategy?  
Ch 2 Strategic Leadership Managing the Strategic Process  
- Syllabus Review | Introduction Paper Due 9/05 8a  
Syllabus Quiz Due 9/05 8a |
| 2 9/05 | Ch 3 External Analysis: Industry Structure, Competitive Forces, and Strategic Groups  
- General Environment  
- Industry Environment | Macro Analysis Quiz Due 9/05 8a  
Industry Analysis Quiz Due 9/05 8a |
| 3 9/12 | General Environment Analysis  
Industry Environment Analysis | Research Methods Quiz Due 9/12 8a  
DA1 Due 9/19 8a  
DA2 Due 9/19 8a |
| 4 9/19 | Ch 4 Internal Analysis: Resources, Capabilities, and Core Competencies  
- Value Chain  
- Resource Based View (VRIO)  
- Group Formation | Value Chain Analysis Quiz Due 9/19 8a  
VRIO Analysis Quiz Due 9/19 8a  
Memo 1 Due 10/05 8a |
| 5 9/26 | Value Chain Analysis  
Resource Based View Analysis | DA 3 Due 10/03 8a  
DA 4 Due 10/03 8a |
| 6 10/03 | Ch 5 Competitive Advantage: Firm Performance and Business Models  
Ch 6 Business Strategy: Differentiation, Cost Leadership, and Blue Ocean  
- Discuss SWOT, Market Elasticity  
- Group Firm Selection | Formulation Quiz Due 10/03 8a  
Memo 2 Due 10/19 8a |
| 7 10/10 | Ch 7 Business Strategy, Innovation, and Entrepreneurship  
Project Review | Project Outline Quiz Due 10/10 8a |
| 8 10/17 | Ch 8 Corporate Strategy: Vertical Integration and Diversification  
Ch 9 Corporate Strategy: Strategic Alliances, Mergers and Acquisitions | Corporate Strategy Quiz Due 10/17 8a |
| 9 10/24 | Ch 10 Global Strategy: Competing Around the World  
Ch 11 Organizational Design: Structure, Culture, and Control. | Project Firm Selection Due 10/24 8a |
| 10 10/31 | Schedule Group Meetings 11/12-11/13 | |
| 11 11/07 | Ch 12 Corporate Governance and Business Ethics | Governance and Ethics Quiz Due 11/07/2018 8a |
| 11/14 | Group Presentations  
1-on-1 meetings | Group meetings 11/12-11/13  
1-on-1 meetings 11/15-11/16 |
| 12 11/21 | Thanksgiving | Be Safe |
| 13 11/28 | Implementation Issues | Group SMAP Papers Due  
Electronic 11/30 5p Printed 11/30 6p |
| 14 12/5 | Comprehensive Examination | In class Attendance Required |
| 12/6 | Individual SMAP Due | Individual SMAP Due  
Electronic 12/06 5p Printed 12/06 6p |
| 15 12/12 | Pulling it All Together  
Class meets at 7:15p | Attendance Required  
Course Outcomes |
| 12/15 | Graduation | American Bank Center 10a |

**BOLD DATES – Classing meeting on campus**  
**Underlined Dates – No class meeting on campus**