Texas A&M University-Corpus Christi
MGMT 4388 Administrative Strategy and Policy
Summer I 2020
MW 6:00-9:45p OCNR 131

Course Number: MGMT 4388  Instructor: Dr. W. Scott Sherman
Semester: SUMMER I 2020  Office: OCNR 384
Office Telephone: (361) 825-2167  Office Hours:
Email: scott.sherman@tamucc.edu  In office: MW 4:00-5:30p
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>Points</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>BSG Strategy Simulation</td>
<td>400</td>
</tr>
<tr>
<td>Tests (2)</td>
<td>400</td>
</tr>
<tr>
<td>Chapter Quizzes (10 Quizzes. Drop Lowest Quiz Score)</td>
<td>180</td>
</tr>
<tr>
<td>Syllabus Quiz</td>
<td>20</td>
</tr>
<tr>
<td>Total</td>
<td>1000</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 self-select 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>Component</th>
<th>Percentage</th>
<th>Points</th>
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<tbody>
<tr>
<td>BSG Overall Company Performance</td>
<td>25%</td>
<td>100</td>
</tr>
<tr>
<td>Final Presentation</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>Total</td>
<td>100%</td>
<td>400</td>
</tr>
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</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: (400 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 (180 points)
Ten (10) quizzes worth a maximum of 20 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 12:00 Noon the day 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 12:00 Noon 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;  
<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Less than 20%</td>
<td>Zero (0)</td>
</tr>
<tr>
<td>20-59%</td>
<td>Percentage Score on Pre-Class Quiz</td>
</tr>
<tr>
<td>60% or more</td>
<td>100%</td>
</tr>
</tbody>
</table>

<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>18</td>
<td>0</td>
</tr>
<tr>
<td>Student 2</td>
<td>20%</td>
<td>18</td>
<td>3.6</td>
</tr>
<tr>
<td>Student 3</td>
<td>80%</td>
<td>18</td>
<td>18</td>
</tr>
</tbody>
</table>

**Syllabus Quiz: (20 points)**
A quiz over your understanding of this syllabus will be administered online and will be due on Monday, June 8, 2020 by 12:00 Noon 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). You will have two (2) attempts at the quiz and are able to review your responses on the first attempt before your second attempt. The quiz is worth twenty (20) 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 TWO (2). 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. June 19, 2020 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.

Civil Rights Statement

Texas A&M University-Corpus Christi is committed to fostering a culture of caring and respect that is free from discrimination, relationship violence and sexual misconduct, and ensuring that all affected students have access to services. For information on reporting Civil Rights complaints and support resources, (including pregnancy support accommodations) or university policies and procedures, please contact the University Title IX Coordinator, Sam Ramirez (Samuel.Ramirez@tamucc.edu) or Deputy Title IX Coordinator, Rosie Ruiz (Rosie.Ruiz@tamucc.edu) at (361) 825-5826 or visit the TAMUCC website at http://edcs.tamucc.edu/titleIX/.

Limits to Confidentiality. Essays, journals and other materials submitted for this class are generally considered confidential pursuant to the University’s student record policies. However, students should be aware that University employees, including instructors, are not able to maintain confidentiality when it conflicts with their responsibility to report alleged or suspected civil rights discrimination that is observed by or made known to an employee in the course and scope of their employment. As the course instructor, I must report allegations of civil rights discrimination, including sexual assault, relationship violence, stalking, or sexual harassment to the Title IX Coordinator if you share it with me.

These reports will trigger contact with you from the Civil Rights/Title IX Compliance office who will inform you of your options and resources regarding the incident that you have shared. If you would like to talk about these incidents in a confidential setting, you are encouraged to make an appointment with counselors at the University Counseling Center (https://counseling.tamucc.edu/).

Please see course schedule on next page:
## Course Calendar MGMT 4388.001 SU I 2020

<table>
<thead>
<tr>
<th>DATE</th>
<th>TOPICS</th>
<th>ASSIGNMENT (note due = @)</th>
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</table>
| 6/01 | Introduction & Overview  
What is strategy and why is it important? | CH01 Pre-Quiz @ 6/02 12:00 Noon  
CH01 Post-Quiz @ 6/03 12:00 Noon  
Syllabus Quiz @ 6/08 12:00 Noon |
| 6/03 | Charting a company’s direction: Its vision,  
mission, objectives and strategy  
Group Formation and BSG Strategy Game Orientation | CH02 Pre-Quiz @ 6/03 12:00 Noon  
CH02 Post-Quiz @ 6/05 12:00 Noon  
BSG Materials  
1st BSG Practice Decision @ 6/08 12:00 Noon |
| 6/08 | Evaluating a company’s external environment | CH03 Pre-Quiz @ 6/08 12:00 Noon  
CH03 Post-Quiz @ 6/10 12:00 Noon  
Review 1st practice decision results  
2nd Practice Decision @ 6/10 12:00 Noon |
| 6/10 | Evaluating a company’s resources, capability, and competitiveness  
BSG Group Meetings | CH04 Pre-Quiz @ 6/10 12:00 Noon  
CH04 Post-Quiz @ 6/15 12:00 Noon  
YR11 BSG Decision @ 6/12 12:00 Noon  
YR12 BSG Decision @ 6/15 12:00 Noon |
| 6/15 | The five generic competitiveness strategies  
Strengthening a company’s competitive position: Strategic Moves, Timing, and Scope of Operations  
Exam Review | CH05 Pre-Quiz @ 6/15 12:00 Noon  
CH05 Post-Quiz @ 6/17 12:00 Noon  
CH06 Pre-Quiz @ 6/15 12:00 Noon  
CH06 Post-Quiz @ 6/17 12:00 Noon  
YR13 BSG Decision @ 6/15 12:00 Noon  
BSG Quiz 1 @ 6/17 12:00 Noon |
| 6/17 | EXAMINATION I  
7:30 p.m. (after exam)  
Strategies for competing in international markets | Attendance Required Chapters 1-6  
CH07 Pre-Quiz @ 6/17 12:00 Noon  
CH07 Post-Quiz @ 6/19 12:00 Noon  
YR14 BSG Decision @ 6/19 12:00 Noon  
YR15 BSG Decision @ 6/22 12:00 Noon |
<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Schedule</th>
</tr>
</thead>
</table>
| 6/22  | Corporate Strategy  
Ethics, corporate social responsibility, environmental sustainability and strategy  
BSG Group Meetings | CH08/09 Pre-Quiz @ 6/22 12:00 Noon  
CH08/09 Post-Quiz @ 6/24 12:00 Noon  
YR16 BSG Decision @ 6/24 12:00 Noon  
BSG Quiz 2 @ 6/24 12:00 Noon |
| 6/24  | Building an organization capable of good strategy execution.  
Managing internal operations: Actions that promote good strategy execution  
Corporate Culture and Leadership: Keys to Good Strategy Execution  
Exam II Review | CH10/11 Pre-Quiz @ 6/24 12:00 Noon  
CH10/11 Post-Quiz @ 6/26 12:00 Noon  
CH12 Pre-Quiz @ 6/24 12:00 Noon  
CH12 Post-Quiz @ 6/26 12:00 Noon  
YR17 BSG Decision @ 6/25 12:00 Noon  
YR18 BSG Decision @ 6/29 12:00 Noon |
| 6/29  | EXAMINATION II  
7:30 p.m. (after exam)  
Discuss BSG Results/Presentation  
Presentation Q&A  
BSG Exam Review  
Presentation Workshop | Attendance Required Chapters 7-12 |
| 7/01  | BSG Presentation  
Peer Evaluations  
BSG Exam | BSG Presentations @ 7/01 12:00 Noon  
BSG Evaluations @ 7/01 3:00p  
BSG Exam @ 7/01 11:59p |
| 8/10  | Graduation | |

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Exam II Review:
- CH10/11 Pre-Quiz @ 6/24 12:00 Noon
- CH10/11 Post-Quiz @ 6/26 12:00 Noon
- CH12 Pre-Quiz @ 6/24 12:00 Noon
- CH12 Post-Quiz @ 6/26 12:00 Noon
- YR17 BSG Decision @ 6/25 12:00 Noon
- YR18 BSG Decision @ 6/29 12:00 Noon

Exam:
- BSG Exam @ 7/01 11:59p

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Building an organization capable of good strategy execution:
- Managing internal operations: Actions that promote good strategy execution
- Corporate Culture and Leadership: Keys to Good Strategy Execution
- Exam II Review

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Corporate Strategy:
- Ethics, corporate social responsibility, environmental sustainability and strategy
- BSG Group Meetings

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EXAMINATION II:
- 7:30 p.m. (after exam)
- Discuss BSG Results/Presentation
- Presentation Q&A
- BSG Exam Review
- Presentation Workshop