Instructor: W. Scott Sherman, Ph.D.
Office: FC 260
Office Hours: TR 3:00 p.m. – 4:30 p.m. W 1:00-4:00 PM or by appointment
Telephone: Office: 361-825-2167
e-mail: scott.sherman@tamucc.edu
The textbook is not required and may be helpful.
Course Slides: www.cob.tamucc.edu/ssherman

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 company. The company may NOT have been on the Fortune 500 Most Admired List for the past five years. Appendix A of this syllabus lists the Most Admired Companies for 2004-2008. The outline for this project is attached will be discussed in the second class session. The analysis will include environmental analysis, industry analysis including discussion of macro-industries and strategic groups and five forces effects, analysis of the value chain and resource-based view of the firm, determination of generic strategy based on economic elasticity, overall strategy, and major implementation issues. Students will be given an opportunity to submit drafts of the first two sections (External and Internal analysis) to Dr. Sherman for NON-GRADED review. The final paper can be no more than 30 pages, excluding appendices. Students will also have the opportunity to schedule a one-hour review session of their analysis project with Dr. Sherman in November. Please see course schedule for specifics.

**Group Strategic Analysis:** (200 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 15 minutes or more than 20 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 one (1) week following its presentation. The general outline for the Strategic Management Analysis Project provides a good template for this analysis.

I reserve the right to adjust group project points for individual contribution.

**Individual Contribution:** (250 points)
Class contribution will be assessed through the collection of assignments on the dates the assignments are due in class as well as feedback from group members throughout the semester. Class attendance will also be a factor in assigning this grade. Failing to appear for group meetings, failing to appear for classes in general, and failure to participate in presentations or discussions would be problematic.

Case analysis is an important component of this course and the strategic process. Cases supply real-life data on managerial and case analysis simulates the activities of a general manager. Cases will be assigned throughout the course. You should read these cases, prepare written notes on these cases, and be prepared to submit these notes for extra credit if requested by Dr. Sherman.
**Individual Case Analysis:** (150 points total)
Three cases will be assigned to be submitted for individual analysis. Each written case analysis is worth fifty (50) points. Cases will be assigned in class by Dr. Sherman throughout the semester.
Note: MACC students will be assigned accounting-specific cases for this assignment and should submit completed cases to Dr. Don Deis (Office FC 142, Phone 825-2826, email: donald.deis@tamucc.edu). These cases will serve as your capstone accounting experience.

**Individual Academic Paper Review:** (100 Points total)
It is important to discuss a broad range of topics in conjunction with the main topic areas. It is also important that you understand how to read and interpret what is offered in the academic press. Each individual will be responsible for integrating at least one (1) academic article into the strategic management analysis project above. The analysis of the academic article can either be integrated into the paper or it can be added as an appendix to the paper. Acceptable academic journals include The Academy of Management Journal, The Strategic Management Journal, Journal of Management, Journal of Accounting, and similar journals. If presented as a separate paper, the paper should be two pages, typewritten, 12-point type, and 1-inch margins. The opportunity in this assignment is to integrate what is available in the academic press with the real world and demonstrate that you have the ability to present this in a clear and understandable manner to your colleagues. The discussion should cover about two pages if integrated into the paper itself. Primary questions the paper should answer are:

1) What is (are) the primary point(s) of the academic paper?
2) How does one or more of these points effect
   a. analysis of the target company, or
   b. what strategy the firm should consider, or
   c. how the strategy should be implemented.
3) What does the academic paper not address that its authors should have considered?

The written portion of this assignment is worth 75 points. Student will also receive up to 25 points for their participation in a class discussion on the academic papers and how they could impact strategy.

**Grading**

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<tr>
<th>Item</th>
<th>Points</th>
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<tr>
<td>Strategic Management Analysis Project</td>
<td>300</td>
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<tr>
<td>Individual Contribution</td>
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<tr>
<td>Group Strategic Analysis</td>
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<td>Individual Case Analysis</td>
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<td>Academic Paper</td>
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<td>Total Points</td>
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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 TWO. 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.

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. Hence, ANY form of academic dishonesty is considered a serious matter. In this context, 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-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-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 against, 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.

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<tr>
<th>DATE</th>
<th>TOPICS</th>
<th>ASSIGNMENT</th>
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<tr>
<td>WEEK 1</td>
<td>Introduction And Overview</td>
<td>Discuss Syllabus and Course Requirements</td>
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<td>8/28</td>
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<td>Epistemological Concepts</td>
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<td>Ch 1 (WSS1)</td>
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<td>WEEK 2</td>
<td>What is Strategy?</td>
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<td>What is Performance?</td>
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<td>Discuss SMAP</td>
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<td>WEEK 5</td>
<td>Macro Environment</td>
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<td>9/28</td>
<td>Class Case #1</td>
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<td>Case: HBR: Intel Corp.--1968-2003,</td>
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<td>Product#: 703427; November 21, 2002,</td>
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<td>WEEK 6</td>
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<td>10/02</td>
<td>Value Chain</td>
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<td>Ch 5 (WSSG5)</td>
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<td>WEEK 7</td>
<td>Resourced Based View</td>
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<td>10/09</td>
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<td>WSSG6</td>
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<td>Drafts of External Analysis SMAP May</td>
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<td>WEEK 8</td>
<td>Firm Level Analysis</td>
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<td>10/16</td>
<td>Class Case #2</td>
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<td>Case: HBR: Southwest Airlines--2002:</td>
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<td>An Industry Under Siege</td>
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<td>WEEK 10 10/30</td>
<td>Generic Strategies</td>
<td>Ch 6 and 7 (WSSG7)</td>
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<td>Drafts of Internal Analysis SMAP May Be Submitted for Comment</td>
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<td>Competitive Dynamics Vertical Integration</td>
<td>Ch 7 and 8 (WSSG8)</td>
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<td>Cooperative Strategies Global Strategies</td>
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<td>Ch 10-14 Barney</td>
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<td>Individual Case Analysis 3 Due</td>
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<td>WEEK 13 11/20</td>
<td>Group Presentations</td>
<td>Individual Meetings</td>
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<td>11/27</td>
<td>Thanksgiving</td>
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<td>WEEK 14 12/04</td>
<td>Implementation Issues Governance, Leadership</td>
<td>WSSG10</td>
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<td>Ch 13-14 Barney</td>
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<td>Written Group Strategic Analysis Due</td>
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<tr>
<td>WEEK 15 12/11</td>
<td>Pulling it All Together</td>
<td>Attendance is Required SMAP Due Evaluations Academic Paper Discussion</td>
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**Appendix A:**

2008 Fortune Most Admired Companies
1. Apple
2. Berkshire Hathaway

2005 Fortune Most Admired Companies
1. Dell
2. General Electric
3. GE
4. Google
5. Toyota
6. Starbucks
7. FedEx
8. Procter & Gamble
9. Johnson & Johnson
10. Goldman Sachs

2007 Fortune Most Admired Companies
1. General Electric
2. Starbucks
3. Toyota Motor
4. Berkshire Hathaway
5. Southwest
6. Federal Express
7. Apple
8. Google
9. Johnson & Johnson
10. Procter & Gamble

2006 Fortune Most Admired Companies
1. General Electric
2. Southwest
3. Federal Express
4. Procter & Gamble
5. Starbucks
6. Johnson & Johnson
7. Berkshire Hathaway
8. Dell
9. Toyota Motor Company
10. Microsoft

2004 Fortune Most Admired Companies
1. Wal-Mart
2. Berkshire Hathaway
3. Southwest
4. General Electric
5. Dell
6. Microsoft
7. Johnson & Johnson
8. Starbucks
9. Federal Express
10. IBM
ATTACHMENT I
M5355 Project Outline
Summer 2008

The Strategic Analysis Paper is an important part of M5355. The following is a suggested outline. The following are important (read required) elements:

1. An executive summary (no more than two pages). This summary should provide an abridged summary of the entire paper. This is not an introduction. It is a document that should be able to stand alone and be understood. No citations are necessary in the executive summary.

2. A complete, self-contained report of no more than thirty (30) double-spaced pages. The page limitation excludes the executive summary, table of contents, exhibits, appendices, and ancillary material. A complete paper is critical, but conciseness and brevity are also important. It is very important that the paper demonstrate learning by referring to and referencing texts, articles, ideas covered in the program. It is critical that clear denotation and differentiation be made between original ideas and the ideas of others.

3. Include a title page and table of contents. Please number all pages and title all figures, exhibits, and appendices.

4. A complete bibliography should be included.

Note: The paper will be graded on the above items alone. The paper may include as many appendices, exhibits, or other material as desired, however the grade will be based on only items #1-4. Any critical material in an appendices or not included in the 30-pages proper will NOT be considered.
RECOMMENDED FORMAT: (REC means recommended length)

EXECUTIVE SUMMARY (1-2 pages):
Summarize critical elements of the report for top-level review. The executive summary should be a stand-alone document. No citation and limited or no quotations. This summary should provide an abridged summary of the entire paper.

INTRODUCTION (1-2 pages):
Introduce the company, its mission, products/services, history, and provide other necessary information to orient the reader.

ANALYSIS (18-22 pages):
External Analysis REC 7-9 Pages:
Key Elements:
Macro Environment: What major changes define the general environment based on the past 3-5 years? What are the key pieces of data over the past 3-5 years that support that those environmental elements are significant?

Industry Environment: How do Porter’s Five Forces define the structure of the industry? Be sure to include precise and concise data that supports each element of the five forces.

Competitive Analysis: Summarize competitors, their current size, revenue, market position, and current strategies in no more than one (1) paragraph per competitor.

Internal Analysis REC 11-15 Pages:
Key elements:
Finance: Provide key ratios that help the reader understand the company’s financial footing. Most detail behind ratios may be placed in an appendix. The section should include the ratios and the analysis of the ratios. REC: 2-3 pages.
Value Chain and discussion: Step the reader through the parts of the firm’s value chain and explain which items significantly add to or subtract from firm value and provide precise and concise data to back up the analysis and assessment. Note: Need to include Value chain chart. REC: 2-3 pages.
VRIO analysis and discussion: Step the reader through the evaluation and determination of sources of competitive advantage. Explain fully how and why the conclusion reached are reached, and why the various evaluations (especially costly to imitate if yes) were reached. Note: Need to include VRIO chart and explanation. REC: 3 pages.
SWOT Summary: A SWOT Summary is recommended as a way to summarize the above external and internal discussions. The analysis should be based on the preceding General environment, five forces, value chain, and VRIO analyses. No new data should be included or presented and all parts of the SWOT should be significant elements of the prior analysis. REC: 2-3 pages.
Metrics and histories: Metrics are what are the 2-3 internal measures that the CEO or top management team of an organization would monitor to guide the firm towards success and what has been the history of these metrics in the past 3-5 years? REC: 2-3 pages.
STRATEGY FORMULATION REC 4-6 Pages:

Vision, Mission, Goals, and Objectives: Review the firm’s current vision, mission, and goals. Are the firm’s vision, mission, and goals consistent with its reality as set forth in the SWOT analysis? Recommend changes needed, if any.

Market Demands: What are the economic characteristics of the market, such as elasticity and market breadth, that the company competes within? Also, what are the primary competitive dynamic issues that define competition within the industry (1st movers, 2nd movers, reputations, size, speed of response, type of response, etc.)

Business Strategy Options: Define several (more than two) strategic alternatives for the client organization, including strengths and weaknesses of each, and explain why the option chosen was selected. Alternatives must be plausible (no straw horses) and strategic (not tactical).

Recommendations: Summarize why the option chosen was chosen and how the chosen strategy will impact company goals, and objectives, and strategic choices. Make clear recommendations.

STRATEGY IMPLEMENTATION REC 3-5 Pages:

Identify the primary implementation issues the strategy will face and how these issues may be addressed. Probable issues include leadership, governance, culture, and Human Resources. Please note that this section is not required in the group paper.

Bibliography (Not counted in page limit)

Remember: The references/bibliography should include at least ten (10) sources other than the textbook. Citing the professor is NOT appropriate.