Administrative Strategy and Policy

Course number: MGMT 5355-W01
Semester: Fall 2023 (Mini-Term 2)
Classroom: Online
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Course Description

An analysis of strategic decision-making, policy, and strategy. Focus is on the integrative and multi-functional nature of organizational strategy decisions. Intensive analysis of the influence of administrative decisions on organizational outcomes. Must be taken at the end of the program after completion of all advanced, non-elective courses.

Learning Objectives

After completing this course students should be able to:

- Integrate previously studied material and apply strategic concepts to solve business problems at the general manager level.
- Analyze a firm externally and internally to identify its strengths, weaknesses, opportunities, and threats and propose actions based on that analysis.
- Think strategically at functional, business, corporate, and international levels.
- Present ideas effectively orally and in writing as an individual and as a team.

Major Course Requirements

As a loose proxy for a comprehensive final exam covering the entire MBA curriculum, the Business Strategy Game (BSG) is a capstone experience that allows you to integrate and apply material from your previous courses in the MBA program. It constitutes 50% of your course grade. The remaining 50% is determined by various case/discussion assignments, quizzes, and exams.

Business Strategy Game* (BSG) Grade	50%
Average Connect Grade (e.g., chapter quizzes)	20%
Essay Exam(s)	15%
Case Assignments	10%
Discussion Board Assignments Avg Grade	5%
Total	**100%**

*** BSG Notes:** (1) The BSG has multiple graded components that are recorded at the BSG website and are used to calculate your BSG Grade. (2) They may or may not be scaled at the end of the course, depending on class-wide scores and time/activity metrics. (3) Your final BSG grade may be reduced if your peers indicate that you deserve a lower grade than the rest of your team.

***Grading*:** A 90-100, B 80-89.99, C 70-79.99, D 60-69.99, F 0-59.99

***Course Materials**:*

McGraw Hill suggests that you **do NOT acquire our text before the course begins**. Students attempting to acquire the book in any other way have often: (A) been denied access to Connect (meaning they had to then pay twice, once for the textbook and a second time for Connect access, which comes with electronic textbook access bundled in), and/or (B) had issues syncing their Connect work to our course's Blackboard (Bb) page (which is required for you to receive credit for your Connect work).

You are thus *strongly* recommended to acquire the Connect version of our text **by clicking your first Connect assignment or quiz in Blackboard** to reach the Connect section that McGraw Hill creates for our specific course. You can then follow the prompts to acquire access to our section's Connect version of the textbook.

If you use any other acquisition method and you either do not have access to Connect, or you do have access but your Connect work does not sync with our course's Bb page, then it will be **your** responsibility to work with McGraw Hill to resolve this issue.

Textbook: **Connect** version of Gamble, J., Peteraf, M., & Thompson, A. (2024). *Essentials of Strategic Management: The Quest for Competitive Advantage*, 8th Edition. ISBN10: 1264124333, ISBN13: 9781264124336.

Simulation: Thompson, et al., The Business Strategy Game; sign-up details will be provided ***after*** class begins and teams are assigned, but a preview is available at www.bsg-online.com

Other: Harvard Business Review, one-year student subscription

Websites (both required): https://bb9.tamucc.edu/ and http://connect.mcgraw-hill.com/

Detailed Course Description

Unlike other business courses that concentrate narrowly on a particular function or piece of the business—accounting, finance, marketing, production, human resources, or information systems, strategic management is a big picture course. It cuts across the whole spectrum of business and

management. The center of attention is the *total enterprise*–-the industry and competitive environment in which it operates, its long-term direction and strategy, its resources and competitive capabilities, and its prospects for success.

Throughout the course, the spotlight will be trained on the foremost issue in running a business enterprise: "What must managers do, and do well, to make the company a winner in the game of business?" The answer that emerges, and which becomes the theme of the course, is that good strategy-making and good strategy-execution are the key ingredients of company success and the most reliable signs of good management. The mission of the course is to explore why good strategic management leads to good business performance, to present the basic concepts and tools of strategic analysis, and to drill you in the methods of crafting a well-conceived strategy and executing it competently.

You will be called on to probe, question, and evaluate all aspects of a company's external and internal situation. You'll grapple with sizing up a company's standing in the marketplace and its ability to go head-to-head with rivals, learn to tell the difference between winning strategies and mediocre strategies, and become more skilled in spotting ways to improve a company's strategy or its execution.

In the midst of all this, another purpose is accomplished: to help you synthesize what you have learned in prior business courses. Dealing with the grand sweep of how to manage all the pieces of a business makes strategic management an integrative, capstone course in which you reach back to use concepts and techniques covered in previous courses. For perhaps the first time you'll see how the various pieces of the business puzzle fit together and why the different parts of a business need to be managed in strategic harmony for the organization to operate in winning fashion.

Participating in the Business Strategy Game (BSG) Simulation

(1) Once teams are assigned, each team will be running one company in the Business Strategy Game.

(2) There will be one or more practice rounds at the beginning of the simulation, and a Quiz to help ensure that you understand the basics of how the game works before you begin (it will be nearly impossible to do well in the game if you haven't fully digested this material). It is strongly recommended that teams use the practice round to learn about company operations, practice implementing the concepts you were quizzed on, coordinate team decision-making processes and hone your company's strategy. **The early "years" of the BSG can be critical to your team's long-term success.**

(3) The time and dates for decision entry deadlines will be decided early in the course. In general, decisions for each BSG "year" are due on Sunday nights at 11pmt.

(4) Late decisions or simply not making a decision for a BSG "year" can devastate a company's performance. Timeliness for team meetings and decisions is strongly encouraged.

(5) Only the highest performing teams are selected to the BSG championship round. While participating in the championship round of the BSG is prestigious and highly coveted, it is important to note that the championship round is held at the end of each semester near finals. Teams should seriously consider the implications of participating in the championship round and weigh their participation against the possibility of neglecting other pressing issues, such as work, school, family, etc.

(6) Final grades on the Business Strategy Game are directly tied to your team's performance in the simulation.

(7) Peer Evaluations – At the end of the course, students will rate the performance of their *The Business Strategy Game* team members along with their own performance in *The Business Strategy Game* simulation. Students' grades for their performance in the simulation may be lowered by as much as two letter grades if other team members universally rate a student's knowledge of the mechanics of the simulation and contribution to team success as "poor."

(8) Terminating a member of your management team – Team members are subject to dismissal from the team if they are unwilling to master the material presented in *The Business Strategy Game Players' Guide* or are unwilling to attend team meetings or otherwise participate in the simulation.

Preparation of Written Case Assignments

The written portion of case assignments will be limited to a 3-page executive summary of recommendations to address the strategic issues in the case. The purpose of the written case assignments and all case analyses for the course is to help you become proficient in analysis-based decision-making. The executive summary is your detailed, specific action plan to address such issues. Each recommendation should be supported by facts disclosed by your analysis of the case.

Suggestions regarding the preparation of written case assignments are discussed in "A Guide to Case Analysis" provided in your eBook and on Blackboard. The criteria for grading written case presentations may include:

1. Identification of key problems/strategic issues.
2. Evidence that the use of appropriate analytical tools and techniques presented in the chapters were used in identifying strategic issues.
3. Presenting realistic, workable, well-supported recommendations for action.
4. Use of good communication skills—failure to use good grammar, spelling, and other written communication skills will result in a full one-letter grade reduction.
5. Evidence of adequate preparation, pride of workmanship, and display of professional attitude and approach.

All written cases are to be typed (single or double-spaced) and should incorporate correct form, spelling, grammar, and sentence structure.

Papers that, in the opinion of the instructor, employ disproportionately poor grammar and poor-quality written communication skills will be assigned a grade that is a full one-letter lower than would otherwise be assigned. APA style is the only accepted citation method. You may also lose points for incorrect or missing citations.

Course Policies

Late work and Make-up Exams

Due to our weeklong unit windows, late work, extensions, and make-up quizzes or exams are not awarded (except under extraordinary circumstances).

Extra Credit

Extra credit is not generally offered. In the rare case that it is, any extra credit opportunities will be announced in class or via a class-wide Bb announcement.

Cell Phone/Electronic Device Usage (for courses with in-person meetings)

Electronic device usage – except as a classroom tool, e.g., taking notes on a laptop – is prohibited once class begins.

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 offence.

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. You may also submit a Power Form Signer online. Please check for 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. Here is a link to a website you can use to ensure that your references to the works of others used when preparing your assignments are correct:

- https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/general_format.html.

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.

Grade Appeals

As stated in University Procedure 13.02.99.C0.03, 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.C0.03, 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.

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.

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/).

Campus Emergencies

At TAMU-CC, your safety is a top concern. We actively prepare for natural disasters or human-caused incidents with the ultimate goal of maintaining a safe and secure campus.

- For any emergency, dial the University Police Department (UPD) at 361-825-4444 or dial 911. It's a good idea to have the UPD emergency number (and non-emergency number 361-825-4242) saved in your cell phone.
- There are nearly 200 classroom telephones throughout campus. If you feel threatened or need help and don't have a cell phone, dial 4444 (emergency) or 4242 (non-emergency) to be connected to UPD.
- If we hear a fire alarm, we will immediately evacuate the building and proceed to prescribed meeting area.
    - Proceed to the nearest building exit or evacuation stairway. Do not use the elevator. Persons who need help navigating stairs should proceed to a marked Area of Rescue Assistance, if possible.
    - Persons with disabilities should speak with their faculty about how to best assist them in case of an emergency.
    - Review the evacuation route (see specific Building Emergency Plan).
- TAMU-CC employs the Code Blue Emergency Notification System, an alert system which connects the campus community during emergency situations.
    - The notifications include emails, text and pre-recorded messages, as appropriate.
    - Code Blue emergencies may include severe weather warnings, threats, school closures, delays, evacuations and other incidents which disrupt regular campus activities.
    - Students can update personal contact information anytime at https://emergency.tamucc.edu/contactform/
- Shelter in Place via Code Blue.
    - "Shelter-in-place" means to take immediate shelter where you are and may be implemented for severe weather, hazardous material spills, active shooters or other dangerous situations.
    - If there is a shelter in place for a tornado warning, our preferred location is the bottom floor of this building, away from windows and doors.
- Active Threat Protocol. There are three things you could do that make a difference if there is an active threat: Run, Hide, and/or Fight. For more information about the Run, Hide, Fight protocol, including what to do when law enforcement arrives, visit page 3 of the Quick Reference Guide to Campus Emergencies https://www.tamucc.edu/finance-and-administration/facility-administration/ehs/emergency-management/assets/documents/finalbooklet.pdf

For the Quick Campus Guide to Campus Emergencies (including a list of Areas of Rescue Assistance and additional protocols on assisting persons with physical disabilities, hurricanes, bomb threats, animal bites, crime reporting, elevator entrapment, etc.), visit https://www.tamucc.edu/finance-and-administration/facility-administration/ehs/emergency-management/assets/documents/finalbooklet.pdf

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.

Course Topics

Topics	**Hours**
Strategic Management	6
External Analysis	6
Internal Analysis	6
Strategy Formulation	9
Strategy Implementation	6
Corporate Strategy	6
Leadership, Ethics, Governance	6