

MANA 4395
Strategic Management

2014, Spring, Section 001
 (Tu/Th, 11-12:15 pm, BUS 153)



Professor: Dr. Brent D. Beal
 Office: BUS 130
 Phone: 225-802-7015 (cell), 903-566-7312 (office)
 e-mail: bbeal@uttyler.edu
 Class Website: Blackboard
 Office Hours: Tu/Th, 2-5 pm (or by appointment, or drop-in)

I. PREREQUISITES

Completion of the Common Business Core courses (with the exception of this class) and senior status (preferably last semester, see

<https://www.uttyler.edu/cbt/ugadvising/pre-business-core.php>;

also see the 2012-2014 Undergraduate & Graduate Catalog at:

<https://www.uttyler.edu/catalog/12-14/>,

specifically these pages:

<https://www.uttyler.edu/catalog/12-14/4230.htm>, and

<https://www.uttyler.edu/catalog/12-14/4232.htm>).

Note: If you have questions about course requirements and/or sequencing, please see Undergraduate Advising in the College of Business & Technology:

<https://www.uttyler.edu/cbt/ugadvising/advisors.php>.

Pre-Business Core (24 hrs):

Accounting	ACCT 2301, 2302	6
Economics	ECON 2301, 2302	6
Computer Applications	TECH 2323 or equiv.	3
Speech	SPCM 1315	3
Mathematics	MATH 1325 or equiv.	3
Statistics	MATH 1342 or equiv.	3
TOTAL		24 hrs

Common Business Core Courses (25 hrs):

FINA 3311: Principles of Finances
 BLAW 3301: Business Law and Social Responsibility
 MANA 3370: Business Writing and Oral Presentations

MANA 4395 SYLLABUS

MANA 3170	How to Get a Job
MANA 3305:	Operations Management
MANA 3311:	Managing People in Organizations
MARK 3311:	Principles of Marketing
MANA 3330:	Management Information Systems*
MANA 4395:	Strategic Management

*ACCT 4391, Accounting Information Systems, if an accounting major

II. COURSE DESCRIPTION & OBJECTIVES

Upon completion of this course you will be able to critically evaluate the strategic actions of large corporations and institutions.

MANA 4395 is a capstone course that integrates accounting, economics, law, finance, management, and marketing in the solution of an organization's problems. This class focuses on the problems and perspectives of the firm's top management team as they attempt to achieve and retain competitive advantages (see the 2012-2014 Undergraduate & Graduate Catalog: <http://www.utt Tyler.edu/catalog/12-14/>).

NOTE: As part of this course you may be required to take the ETS Major Field Test for the Bachelor's Degree in Business. For more information on this exam, visit the ETS website (http://www.ets.org/mft/about/content/bachelor_business). If this exam is required, more information will be provided during the course.

III. REQUIRED AND/OR RECOMMENDED COURSE MATERIALS

Required Materials:

Dess, Lumpkin, Eisner, & McNamara. 2012. Strategic Management: Text & Cases, 6th Ed. McGraw-Hill Irwin, ISBN-13: 978-0078029318, ISBN-10: 0078029317.

<http://www.amazon.com/Strategic-Management-Cases-Gregory-Dess/dp/0078029317/>

<http://product.half.ebay.com/Strategic-Management-Text-and-Cases-by-Gregory-Dess-Gerry-McNamara-Alan-Eisner-and-Lumpkin-2011-Hardcover/110710387>

<http://www.chegg.com/textbooks/strategic-management-text-and-cases-6th-edition-9780078029318-0078029317>

Be careful to avoid purchasing the 7th edition (we are using the 6th edition). If you want to save some money, you may also purchase the softback version of this same text (ISBN-13: 978-0077439569, 6th edition). Although it may be a little more troublesome (because of differences in pagination and some content changes, you may also purchase the 5th edition, either hardback or softback).

MANA 4395 SYLLABUS

Beal, B. D. 2014. *Corporate social responsibility: Definition, core issues, and recent developments*. Thousand Oaks, CA: SAGE Publications Inc. [ISBN: 9781452291567; <http://www.sagepub.com/books/Book241166>]

This second book is probably not available used. It can be purchased at the campus bookstore or online (at Amazon, etc.). It can also be purchased directly from the publisher (Sage, use the link above).

You must also have access to Blackboard. Additional course materials, including updates to the course schedule, will be posted on Blackboard. Please contact IT Support if you have any problems with access: <http://www.utt Tyler.edu/it/support/>.

Optional Materials:

In addition to these texts, you should have convenient access to the Wall Street Journal (WSJ). I may require you to read specific articles about current events during the semester. Free access is available for UT Tyler students through the Muntz library (<http://library.utt Tyler.edu/>).

The WSJ also offers a heavily-discounted 15-week student subscription that includes BOTH a print subscription (including weekends) and an online subscription (www.wsjonline.com). Subscribe by going to <http://student.wsj.com/> and following the prompts). The customer service number is 1-800-568-7625. The cost is \$29.95 (a 75% discount) for 15-weeks. You will need to indicate that you are a UT Tyler student and identify me (Dr. Brent D. Beal) as your professor.

I encourage you to make an effort to inform yourselves about significant events in the business community. I will occasionally post additional material on Blackboard related to current business news and events.

IV. LATE WORK AND ABSENCES

As a general rule, I do not accept late work. I may make exceptions, however. If I do elect to accept late work, I will almost always impose a grade penalty. This penalty will be determined on a case-by-case basis and will depend on the degree of lateness and on the specific circumstances involved.

I generally do not give make-up exams, but I may make exceptions in particular cases. If you are going to miss (or have already missed) an exam, contact me as soon as possible.

Class attendance may be required on certain class days (e.g. case discussion days, or presentation days). Failure to attend class on these days without a university approved excuse may result in the loss of associated attendance points or other class credit. In addition, I may elect to impose a grade penalty on associated work (e.g. reports, presentations, etc.).

For additional information, see the UT at Tyler Handbook of Operating Procedures, Section 5.10.2 (<http://www.utt Tyler.edu/ohr/hop/>), and/or a list of student rights and responsibilities on the Student Services website: <http://www.utt Tyler.edu/wellness/>.

V. COURSEWORK AND GRADING

A. Summary of Grading Categories:

Grades are assigned to the following categories. These categories are weighted as indicated:

Module Reports	10%
Chapter Quizzes & Other Assignments	20%
Cases	20%
Case Assignments	10%
Discussion Participation	10%
Class Project	20%
Project Assignments	10%
Final Project	10%
Exams*	30%
Exam I (Modules 1-3)	10%
Exam II (Modules 4-6)	10%
Exam III (Modules 7-10)	10%
<u>Total</u>	<u>100%</u>

*I will use either the average on the three semester exams OR the score on the final exam, whichever is higher, to calculate the class average.

Tentative Grade Ranges:

- 90%+ = A
- 80%+ = B
- 70%+ = C
- 60%+ = D
- <60% = F

[Note: I reserve the right to lower grade cutoffs points, but I will not raise them. For example, I may decide at the end of the course that 89%+ is sufficient for an "A" or that 78% is sufficient for a "B."]

B. Modules Reports (10%)

Coursework is divided into ten modules. Each module includes a report that is to be submitted via Blackboard on or before the module due date. This report gives you an opportunity to indicate whether not you have completed the tasks assigned in the module.

C. Chapter Quizzes & Assignments (20%)

This grading category includes online chapter quizzes and other assignments that don't fall into one of the other grading categories (e.g. the assignment to introduce yourself in

MANA 4395 SYLLABUS

Module 0, the MFT exam, etc.). Note that class discussions are included in this grading category, but case discussions are part of the case grade (see below).

D. Cases (20%)

Case analysis is an effective way to learn the principles of strategic management.

Business cases provide an opportunity for you to familiarize yourselves with particular businesses and/or business contexts, and to then utilize the principles and theories learned in the class to analyze associated business issues and/or problems.

We will analyze five cases during the course of the semester. You will submit written work associated with these cases. Your participation in class case discussions will also be graded.

E. Class Project (20%)

The class project consists of conducting a thorough SWOT analysis of a chosen company.

There are two components to this project. There is a series of assignments that will be completed during the course. Taken together, these assignments represent 10% of the course grade.

The SWOT analysis itself constitutes the second part of the class project (and represents an additional 10% of the course grade). More information on the class project, see the Project Guide in Module 0.

F. Exams (30%)

There will be three exams (each worth 10% of your course grade) during the semester. A final exam will also be given. I will use either your average on the three semester exam or your score on the final exam, whichever is higher, to calculate your course grade. Exams will be comprised of a combination of multiple-choice and short essay questions.

VI. STATEMENTS AND POLICIES

A. Students Rights and Responsibilities

To familiarize yourself with the policies that affect your rights and responsibilities as a student at UT Tyler, please follow this link:

<http://www.uttyler.edu/wellness/rightsresponsibilities.php>.

B. Grade Replacement/Forgiveness

Students repeating a course for grade forgiveness (grade replacement) must file a Grade Replacement Contract with the Enrollment Services Center (ADM 230) on or before the Census Date of the semester in which the course will be repeated. Grade Replacement Contracts are available in the Enrollment Services Center or at

<http://www.uttyler.edu/registrar>. Each semester's Census Date can be found on the

MANA 4395 SYLLABUS

Contract itself, on the Academic Calendar, or in the information pamphlets published each semester by the Office of the Registrar.

Failure to file a Grade Replacement Contract will result in both the original and repeated grade being used to calculate your overall grade point average. Undergraduates are eligible to exercise grade replacement for only three course repeats during their career at UT Tyler; graduates are eligible for two grade replacements. Full policy details are printed on each Grade Replacement Contract.

The Census Date is the deadline for many forms and enrollment actions that students need to be aware of. These include:

- Submitting Grade Replacement Contracts, Transient Forms, requests to withhold directory information, approvals for taking courses as Audit, Pass/Fail or Credit/No Credit.
- Receiving 100% refunds for partial withdrawals. (There is no refund for these after the Census Date)
- Schedule adjustments (section changes, adding a new class, dropping without a "W" grade)
- Being reinstated or re-enrolled in classes after being dropped for non-payment
- Completing the process for tuition exemptions or waivers through Financial Aid.

C. State-Mandated Course Drop Policy

Texas law prohibits a student who began college for the first time in Fall 2007 or thereafter from dropping more than six courses during their entire undergraduate career. This includes courses dropped at another 2-year or 4-year Texas public college or university. For purposes of this rule, a dropped course is any course that is dropped after the 12th day of class (See Schedule of Classes for the specific date).

Exceptions to the 6-drop rule may be found in the catalog. Petitions for exemptions must be submitted to the Registrar's Office and must be accompanied by documentation of the extenuating circumstance. Please contact the Registrar's Office if you have any questions.

D. Disability Services

In accordance with Section 504 of the Rehabilitation Act, Americans with Disabilities Act (ADA) and the ADA Amendments Act (ADAAA) the University offers accommodations to students with learning, physical and/or psychiatric disabilities. If you have a disability, including non-visible disabilities such as chronic diseases, learning disabilities, head injury, PTSD or ADHD, or you have a history of modifications or accommodations in a previous educational environment you are encouraged to contact the Student Accessibility and Resources office and schedule an interview with the Accessibility Case Manager/ADA Coordinator, Cynthia Lowery Staples. If you are unsure if the above

criteria applies to you, but have questions or concerns please contact the SAR office. For more information or to set up an appointment please visit the SAR office located in the University Center, Room 3150 or call 903.566.7079. You may also send an email to cstaples@uttyler.edu

E. Student Absence due to Religious Observance

Students who anticipate being absent from class due to a religious observance are requested to inform the instructor of such absences by the second class meeting of the semester.

F. Student Absence for University-Sponsored Events and Activities

If you intend to be absent for a university-sponsored event or activity, you (or the event sponsor) must notify the instructor at least two weeks prior to the date of the planned absence. At that time the instructor will set a date and time when make-up assignments will be completed.

G. Social Security and FERPA Statement

It is the policy of The University of Texas at Tyler to protect the confidential nature of social security numbers. The University has changed its computer programming so that all students have an identification number. The electronic transmission of grades (e.g., via e-mail) risks violation of the Family Educational Rights and Privacy Act; grades will not be transmitted electronically.

H. Emergency Exits and Evacuation

Everyone is required to exit the building when a fire alarm goes off. Follow your instructor's directions regarding the appropriate exit. If you require assistance during an evacuation, inform your instructor in the first week of class. Do not re-enter the building unless given permission by University Police, Fire department, or Fire Prevention Services.

An electronic version of these statements and policies can be found here:
<http://www.uttyler.edu/academicaffairs/syllabuspolicies.pdf>.