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**MANA 5395****Formulating and Implementing Strategy**

2015, Summer, Sections 702 &amp; 704

Online



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**I. PREREQUISITES**

The UT at Tyler 2012-2014 Undergraduate & Graduate Catalog states: "Prerequisite: Should generally be completed in the final semester."

**II. COURSE DESCRIPTION & OBJECTIVES**

MANA 5395 is a capstone course that integrates accounting, economics, law, finance, management, and marketing in the solution of an organization's problems. The UT at Tyler 2012-2014 Undergraduate & Graduate Catalog describes the course as follows:

*Students adopt the top management's view of the firm and focus on positioning the firm to gain strategic advantage in the competitive marketplace. Industry analysis, planning and implementation of competitive strategy, evaluation of strategy alternatives, utilization of appropriate controls, and the evaluation of the administrative process are emphasized.*

Upon completion of this course you will be able to critically evaluate the strategic actions of large corporations and institutions. This will require you to integrate and apply different concepts and techniques from prior courses in the business curriculum in order to develop an understanding of the business environment and the processes through which organizational strategy is formulated and implemented.

**III. REQUIRED AND/OR RECOMMENDED COURSE MATERIALS**

You must have access to the course on Blackboard. Two textbooks are also required:

*Dyer, J., Godfrey, P., Jensen, R., & Bryce, D. (2015). Strategic management: Concepts and tools for creating real world strategy (preliminary ed.). Hoboken, NJ: John Wiley & Sons, Inc.*

*Beal, 2014. Corporate Social Responsibility: Definition, Core Issues, and Recent Developments. SAGE Publications Inc., ISBN-13: 978-1452291567.*

The strategic management text by Dyer et al. is a preliminary edition (a “beta” test). Because we are testing the product in this course, the publisher (Wiley) has made copies available for me to distribute free of charge. To get a copy, please send me an email (to [bbeal@uttyler.edu](mailto:bbeal@uttyler.edu)) with "MANA 5395 TEXTBOOK" in the subject line. In the body of the email, please space down about 7-8 spaces (blank spaces), then in 16 pt or 18pt font, in bold, include your full name and full mailing address, then space down another 7-8 paces before including anything else (such as a note, or a signature line). I'm will print out these emails and use them as address labels.

We will also be using a smaller book that I wrote on corporate social responsibility (CSR). It can be purchased directly from SAGE (<http://www.sagepub.com/books/Book241166>), from the UT Tyler bookstore, or from various online sites, including Amazon.

Additional readings and other materials, if required, will be posted on Blackboard.

#### IV. LATE WORK

This is an online course, not an independent study course. It is important, therefore, that you familiarize yourself with the course schedule. It is also important that you monitor both your patriots email account and the Blackboard site for course updates.

As a general rule, I do not accept late work. I often 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. If you need to turn in late work, please contact me to discuss your specific situation.

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

#### V. COURSEWORK AND GRADING

##### A. Summary of Grading Categories

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

<b>Module Reports</b>	<b>10%</b>
<b>Chapter Quizzes &amp; Misc</b>	<b>20%</b>
<b>Online Discussions</b>	<b>35%</b>
<b>Class Project</b>	<b>35%</b>
Project Assignments	20%
Final Project	15%

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**Total**

**100%**

**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," but I will not raise the cutoff for an "A" above 90% or the cutoff for a "B" above 80%, etc.]*

**B. Module Reports (10%)**

This course is divided into ten modules (see the course Blackboard site). Each module includes a module report. This report gives you an opportunity to indicate that you have completed the tasks outlined in the "Do and/or Deliver" section of each module. Links to these reports are included in each module folder on Blackboard.

**C. Chapter Quizzes & Misc. (20%)**

There is an online quiz for each assigned chapter in the Dyer et al. textbook. These quizzes are randomly generated from a pool of multiple choice questions. There is a 20 minutes time limit. Each quiz may be taken a maximum of three times; the highest score counts. Other assignments that don't fall into one of the other grading categories (e.g. peer review assignments) are also included in this category.

**D. Online Discussions (35%)**

There are two types of discussions in this course—class discussions and case discussions. Class discussions will focus broadly on course learning objectives and will draw on assigned course materials. Case discussions, in contrast, will focus on specific topics and/or business situations and are designed to allow you to apply concepts and ideas from learned in the course to specific situations and contexts.

Both class discussions and case discussions will take place online—on the main discussion board—and will follow the same format (see the Course Schedule and the Discussion Guide).

**E. Class Project (35%)**

The class project consists of authoring a business case. There are two components to this project. There is a series of assignments that will be completed as we move through the course material. Taken together, these assignments comprise 20% of the course grade.

The final project constitutes the second part of the class project (and is 15% of the course grade). More information on the class project, see the Project Guide.

## **G. Grading Feedback and Notification**

In almost all cases, I will grade submitted work within 3 business days. Grades will be posted to Blackboard.

## **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 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](mailto: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>.