MANA 4395
Strategic Management
2015, Fall Semester, Sections 001 and 002
Hybrid

August 23, 2015

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Class Website: Blackboard
Office Hours: Tuesday and Thursday, 1:00pm -3:00 pm (or by appointment)

I. PREREQUISITES

Completion of the Common Business Core courses (with the exception of this class) and senior status (see https://www.uttyler.edu/cbt/ugadvising/pre-business-core.php):

**Pre-Business Core (24 hrs):**

<table>
<thead>
<tr>
<th>Subject</th>
<th>Courses</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting</td>
<td>ACCT 2301, 2302</td>
<td>6</td>
</tr>
<tr>
<td>Economics</td>
<td>ECON 2301, 2302</td>
<td>6</td>
</tr>
<tr>
<td>Computer Applications</td>
<td>TECH 2323</td>
<td>3</td>
</tr>
<tr>
<td>Speech</td>
<td>SPCM 1311, 1315</td>
<td>3</td>
</tr>
<tr>
<td>Mathematics</td>
<td>MATH 1325 or equiv.</td>
<td>3</td>
</tr>
<tr>
<td>Statistics</td>
<td>MATH 1342 or equiv.</td>
<td>3</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>24 hrs</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Common Business Core Courses (25 hrs):**

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>FINA 3311</td>
<td>Principles of Finance</td>
</tr>
<tr>
<td>BLAW 3301</td>
<td>Business Law and Social Responsibility</td>
</tr>
<tr>
<td>MANA 3370</td>
<td>Business Writing and Oral Presentations</td>
</tr>
<tr>
<td>MANA 3170</td>
<td>How to Get a Job</td>
</tr>
<tr>
<td>MANA 3305</td>
<td>Operations Management</td>
</tr>
<tr>
<td>MANA 3311</td>
<td>Managing People in Organizations</td>
</tr>
<tr>
<td>MARK 3311</td>
<td>Principles of Marketing</td>
</tr>
<tr>
<td>MANA 3330</td>
<td>Management Information Systems*</td>
</tr>
<tr>
<td>MANA 4395</td>
<td>Strategic Management</td>
</tr>
</tbody>
</table>

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

**NOTE:** Permission to enroll in this course will be granted by the CBT Advising Center
II. COURSE DESCRIPTION & OBJECTIVES

At the conclusion of this course the successful student will be able to:

1. Demonstrate their understanding of contemporary business culture in the United States and contrast that with other global business cultures
2. Present a brief history of the evolution of business and apply that awareness of social, economic and environmental influences in their decision making
3. Analyze the need for corporate social responsibility and community service
4. Integrate the tools and processes of the major functional areas of business by applying their relationships in formulating and implementing strategic decisions for an organization
5. Understand global issues and their impact on the political, social and environmental environment
6. Demonstrate communication and problem-solving skills using appropriate technological tools
7. Prepare for graduate study and lifelong learning

NOTE: These objectives are the BBA learning objectives listed in the AACSB Affirmation of Accreditation for the UTT CBT in 2012.

MANA 4395 is a capstone course that integrates the BBA core curriculum including 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.uttyler.edu/catalog/12-14/).

NOTE: Typically, as part of this course you may be required to take the Core Curriculum Field Test for the Bachelor's Degree in Business. For more information on this exam, visit the Blackboard Site “My Organizations” and open the section labelled CBT Assurance of Learning Center. If this exam is required, more information and review materials will be provided during the course. THE BBA Core Curriculum Field Test will be required during the Fall 2015 Semester.

III. REQUIRED AND/OR RECOMMENDED COURSE MATERIALS

Required Materials:


You must also have access to Blackboard. Additional course materials, including updates to the course schedule, will be posted on Blackboard.

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.uttyler.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 (Jim Tarter) 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

This is a “Hybrid Course”. This means that a significant delivery of the course will be delivered online. The other delivery element of the course is “In Class”. This is not an independent study course. Attendance, preparation for and participation in the both delivery methods is critical for success in the 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 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.
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 and maximum points possible area as indicated:

<table>
<thead>
<tr>
<th>Category</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module Reports</td>
<td>100</td>
</tr>
<tr>
<td>Chapter Quizzes &amp; Other Assignments</td>
<td>350</td>
</tr>
<tr>
<td>Cases</td>
<td>250</td>
</tr>
<tr>
<td>Analysis &amp; Discussion Lead</td>
<td>100</td>
</tr>
<tr>
<td>Discussion Participation</td>
<td>150</td>
</tr>
<tr>
<td>Class Project</td>
<td>250</td>
</tr>
<tr>
<td>Project Assignments</td>
<td>150</td>
</tr>
<tr>
<td>Final Project</td>
<td>100</td>
</tr>
<tr>
<td>CBT BBA Core Curriculum Field Test</td>
<td>50</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1000</strong></td>
</tr>
</tbody>
</table>

Tentative Grade Ranges:

- 900+ = A
- 800+ = B
- 700+ = C
- 600+ = D
- <600 = 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 890+ is sufficient for an "A" or that 780 is sufficient for a "B."]

B. Modules Reports (100)

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 (350)

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 Module 0, etc.). Note that class discussions are graded as assignments, but case discussions are part of the case grade (see below).

D. Cases (250)

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 a number of business cases during the course of the semester. Online case discussions are an important part of the class.

The class may be divided up into a number of discussion groups of approximately fifteen students each. I will refer to these groups as “color” groups because each group will be identified by a color (for example, I may refer to the “blue” group or the “red” group, etc.). I will then divide each color group into smaller teams of two or three students each. I will refer to these smaller teams as case “moderator” group (CMG). Each of these groups will be numbered sequentially within each color group.

Case Moderator Groups will take turns leading the case discussions in their respective color groups. For example, Team 1s will lead the online discussion of the first case (i.e. each Team 1 in each different color group will lead—or moderate—the online discussion in their respective color group). Team 2s will lead the online discussion of the second case in their respective color groups, and so on. Be sure to read the Discussion Guide for more details. Note: A case discussion guide (which is separate from the Case Analysis) prepared by the CMG is due at least two days prior to the case discussion. This will be approved by the instructor prior to being posted in the Case Discussion Board for the specific Color Group.

Each of the teams assigned to moderate a particular case (in each of the different color groups) is responsible for turning in a written analysis of the case prior to the start of the online case discussion. The case analysis should follow the general guidelines for written case analysis presented in Chapter 13 of the textbook. This analysis, and the efforts of the team in moderating the case discussion, will be graded (see the Discussion Guide in Module 0 for more details).

E. Class Project (250)

The class project consists of conducting a thorough SWOT analysis of a chosen company. While the term SWOT is used this assignment is more of a strategic assessment of the company. Be sure to read and thoroughly understand the Project Guide provided.
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 150 points of the course grade.

The SWOT analysis itself constitutes the second part of the class project (and represents an additional 150 points of the course grade). More information on the class project, see the Project Guide in Module 0.

F. CBT BBA Core Curriculum Field Test (50)
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.rettyler.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.rettyler.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@utttyler.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.uttyle.edu/academicaffairs/syllabus/policies.pdf.