

**THE UNIVERSITY OF TEXAS AT TYLER**  
**SOULES COLLEGE OF BUSINESS**  
**Fall 2019**

**COURSE NUMBER:** MANA 4395.002

**COURSE TITLE:** Strategic Management

**INSTRUCTOR:** Dr. Jim Cater, Professor of Management

**OFFICE LOCATION:** BUS 350-329

**PHONE NUMBER:** (903) 566-7360

**E-MAIL:** [jcater@uttyler.edu](mailto:jcater@uttyler.edu)

**OFFICE HOURS:** 3:30 – 5:30 PM Monday; 3:30 – 5:30 PM, Wednesday; 3:30 - 5:30 PM, Friday; or by appointment.

**COURSE DESCRIPTION:** Capstone course that integrates accounting, economics, law, finance, management, and marketing in the solution of an organization's problems. Focus on the problems and perspectives of the firm's top management team as they attempt to achieve and retain competitive advantages.

**PREREQUISITE:** Completion of Common Business Core and senior status.

**REQUIRED TEXT:** Strategic Management 14th Edition by John Pearce and Richard Robinson  
Published by McGraw Hill. ISBN 10: 0077862511 ISBN 13: 9780077862510  
You may order this text online from the [UT Tyler Bookstore](#) or call them at (903) 566-7070.

**COURSE OBJECTIVES:**

- To explain the concept of strategic management.
- To be able to describe a company mission and explain its value.
- To be able to understand the stakeholder approach to social responsibility.
- To explain the five forces model of industry analysis.
- To understand internal analysis, including SWOT, value chain, and RBV.
- To explain the generic strategies of low cost leadership, product differentiation, and focus.
- To understand portfolio approaches to multi-business strategy.
- To understand the implementation of strategic goals and objectives.
- To identify and explain organizational structures.

**TECHNICAL SKILL REQUIREMENTS:**

You should be comfortable with the following:

- using a word processor (changing font, spell check)
- using email for communication
- sending an email attachment
- navigating the Internet, using an Internet search engine
- downloading appropriate plug-ins

**TEACHING METHOD:** This course will consist primarily of lecture and discussion, following the organization of the textbook. We will use Canvas as an electronic instructional delivery and communication platform. Learning strategies will include discussion of current strategic management topics; reading assignments; student presentations; guest speakers (depending on availability); and two exams.

**COURSE CONTENT:**

**Tentative Course Schedule:**

<u>Date</u>	<u>Topic</u>	<u>Textbook Chapter</u>
Mon, Wed, Fri Aug. 26, 28, 30	<b>Introduction and Course Overview</b> Strategic Management	1
Mon, Wed, Fri. Sep. 2, 4, 6	Labor Day Holiday Strategic Management	1
Mon, Wed, Fri. Sep. 9, 11, 13	Company Mission	2
Mon, Wed, Fri. Sep. 16, 18, 20	CSR and Business Ethics	3
Mon, Wed, Fri. Sep. 23, 25, 27	External Environment	4
Mon, Wed, Fri. Sep. 30, Oct 2, 4	Internal Analysis	6
Mon, Wed, Fri. Oct 7, 9, 11	Study Day Exam 1: Chapters 1, 2, 3, 4, 6	
Mon, Wed, Fri. Oct 14, 16, 18	LT Objectives and Strategies	7
Mon, Wed, Fri. Oct 21, 23, 25	Business Strategy	8
Mon, Wed, Fri. Oct 28, 30, Nov 1	Multi-business Strategy	9
Mon, Wed, Fri. Nov 4, 6, 8	Implementation Case Study Report	10
Mon, Wed, Fri. Nov 11, 13, 15	Organizational Structure	11
Mon, Wed, Fri. Nov 18, 20, 22	Study Day Exam 2: Chapters 7, 8, 9, 10, 11 Extra Credit Report Due	
Mon, Wed, Fri. Nov 25, 27, 29	Thanksgiving Break	
Mon, Wed, Fri. Dec 2, 4, 6	Company Analysis Project Presentations	

**Course Requirements:****(Tentative Due Dates)**

Exam 1:	100 points	Wed., Oct. 9
Exam 2:	100 points	Wed., Nov. 20
Case Study Report	50 points	Friday, November 8
Company Analysis Project	150 points	Friday, December 6
Class Participation	50 points	
<b>Total</b>	<b>450 points</b>	

**Methods of Evaluation:****Grading Scale:****A = 405 – 450 points****B = 360 – 404 points****C = 315 – 359 points****D = 270 – 314 points****F = 0 – 269 points**

**Withdrawal Dates:** Census day is September 9, 2019. Last day to withdraw from one or more courses is November 4, 2019.

**Make-up Procedure:**

If you must miss an exam, you must make every effort to contact me before the exam. Failure to do so may result in a zero for that exam. Make-up exams, if allowed, must be taken within a week of the scheduled exam. Failure to do so may result in a zero for that exam. The format of the make-up exam will be at my discretion (multiple-choice, short answer, or essay).

**Study Groups**

On Monday, August 27, we will select study groups for the Company Analysis Project, chapter reviews, and in-class discussions. As a rule, each study group will consist of five students. Students may choose their own groups, but I will assist in group selection as needed.

## **Class Participation**

Each student will begin the semester with 50 points of credit for class participation. If you are not present, you may lose 1 point of the participation grade. In order to keep the full 50 points, you must also be actively involved in class discussions on a regular basis.

## **Exams**

There will be two exams. Each exam will consist of 50 multiple-choice questions. Exams will cover all lecture, text, and supplementary material. Supplementary material may include readings, case studies, videotapes, and exercises. The exams are not cumulative. The exams will be given under a time limitation of 55 minutes.

## **Case Analysis Report**

The report must be a minimum of three pages in length: double-spaced, 12-point font, Times New Roman script, one-inch margins. There is no maximum answer length per case. Please answer in complete sentences. In order to receive full credit for your answers, use proper spelling, grammar, and punctuation. The entire study groups together will write this report. The cases will address relevant strategic management issues and are chosen from the instructor's own sources. I will give case analysis guidelines under a separate cover.

## **Company Analysis Project**

Each group will select a company, analyze the company, and prepare a Power Point Presentation of approximately 10 minutes in length for the class. Each group member must participate in the presentation. The presentations will be the week of December 2, 4, and 6. Each group may choose their company, with instructor approval, on a first-come, first-served basis. Single business companies that are publicly owned, such as Wal-Mart, McDonalds, Coca Cola, Walgreens, Target, Starbucks, and Southwest Air Lines, are preferred. You must be able to obtain the Financial Statements for your chosen company. Students may not choose the same company as previously chosen by another group. I will give a Company Analysis Project Outline and Company Analysis Project Instructions under a separate cover.

## **Executive Interview/Extra Credit Opportunity**

Identify and select an individual in the community who is actively employed as a manager. You must inform me of your selection by Monday, October 21. This manager may be a friend, relative, or acquaintance. Tape record an Executive Interview with the manager. There is a list of questions posted in Modules in Canvas. Transcribe the tape-recorded interview. The transcription must be a minimum of 5 pages, double-spaced, 12-point font, and one-inch margins. Write an executive summary of the individual and their company. The executive summary must be a minimum of 2 pages, double-spaced, 12-point font, and one-inch margins. This is a total of 7 pages minimum. You may exceed 7 pages. Each student who successfully completes this project will receive up to 30 bonus points. The complete report is due Friday, November 22 in class.

## Executive Speaker/Extra Credit Opportunity

Executive speakers are welcome to our class. Experienced managers can add valuable insights applicable to our class. If you have a friend, family member, or acquaintance, who you believe is qualified and willing to come speak to us, please extend an invitation. The person chosen for the executive speaker cannot be the same individual about whom you do the executive interview.

Please notify me in writing of possible speakers. When you have a commitment from the executive speaker to come to our class, please come to me to arrange a day from our class schedule. Speakers should plan to talk to us for about 10 to 15 minutes and then answer questions from the class. Please refer to the executive interview questions for possible items the executive speakers to address. Students will receive 20 extra credit points for successful arrangements. The number of speakers is limited, and spots are available on a first-come, first served basis. We will not be able to accommodate guest speakers after the Thanksgiving holiday.

## Student Resources

**Netiquette Guide:** “[Netiquette](#)” (network etiquette) is the do's and don'ts of online communication. Netiquette covers both common courtesy online and informal “rules of the road” of cyberspace. Review and familiarize yourself with the guidelines provided.

**Digital Library Resources:** Students enrolled in this course will have access to the [Robert R. Muntz Library](#), at The University of Texas at Tyler. Follow this link, and then complete the instructions at those sites for accessing information from a distant site. Many of the database subscriptions funded by student fees give you access to full text journals that you will need for your review of the literature in each course. Please take the time to set up your account and get familiar with the resources available. They are great!

## COLLEGE OF BUSINESS STATEMENT OF ETHICS:

The ethical problems facing local, national and global business communities are an ever-increasing challenge. It is essential the Soules College of Business help students prepare for lives of personal integrity, responsible citizenship, and public service. In order to accomplish these goals, both students and faculty of the College of Business at The University of Texas at Tyler will:

- Ensure honesty in all behavior, never cheating or knowingly giving false information.
- Create an atmosphere of mutual respect for all students and faculty regardless of race, creed, gender, age or religion.
- Develop an environment conducive to learning.
- Encourage and support student organizations and activities.
- Protect property and personal information from theft, damage and misuse.
- Conduct yourself in a professional manner both on and off campus.

## 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://www2.uttyler.edu/wellness/rightsresponsibilities.php>.

### B. Grade Replacement/Forgiveness and Census Date Policies

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 census date (See Academic Calendar for the specific date).

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

### **D. Disability Services**

In accordance with federal law, a student requesting accommodation must provide documentation of his/her disability to the Disability Services counselor. If you have a disability, including a learning disability, for which you request an accommodation, please contact the Disability Services office in UC 3150, or call (903) 566-7079.

### **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.

## **I. Concealed Weapons**

We respect the right and privacy of students who are duly licensed to carry concealed weapons in this class. License holders are expected to behave responsibly and keep a handgun secure and concealed. More information is available at <http://www.uttyler.edu/about/campus-carry/index.php>.

## **J. UT Tyler a Tobacco-Free University**

All forms of tobacco will not be permitted on the UT Tyler main campus, branch campuses, and any property owned by UT Tyler. This applies to all members of the University community, including students, faculty, staff, University affiliates, contractors, and visitors.

Forms of tobacco not permitted include cigarettes, cigars, pipes, water pipes (hookah), bidis, kreteks, electronic cigarettes, smokeless tobacco, snuff, chewing tobacco, and all other tobacco products.

There are several cessation programs available to students looking to quit smoking, including counseling, quitlines, and group support. For more information on cessation programs please visit [www.uttyler.edu/tobacco-free](http://www.uttyler.edu/tobacco-free).