

THE UNIVERSITY OF TEXAS AT TYLER

SOULES COLLEGE OF BUSINESS

Fall 2019

COURSE NUMBER: MANA 4395 Tues & Thurs from 9:30-10:50

COURSE TITLE: Strategic Management

INSTRUCTOR: Dr. Marwan Al-Shammari

OFFICE LOCATION: BUS 350-326

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OFFICE HOURS: Monday 9 am - 11 am, Tuesday and Thursday 11 am - 1.00 pm

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: Dyer, Godfrey, Jensen, Bryce: **Strategic Management: Concepts and Cases, 2nd Edition**

Link to the book website where you can rent it:

<https://www.wiley.com/en-us/Strategic+Management%3A+Concepts+and+Cases%2C+2nd+Edition-p-9781119411697>

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.

Note: As an AACSB accredited school, Soules college of business administer mandated end-of semester-exam for the capstone class, and you must take the exam. The exam will measure and assess the extent to which students have acquired the essential knowledge from the course and developed the desired set of skills and abilities. I will discuss this in class.

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>Chapter</u>	<u>Topic</u>	<u>Textbook</u>
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Tues.-Thur. Aug 27-29	Introduction and Course Overview	
What is strategy	1	
Tues.-Thur. Sep 3-5	Analysis of the external environment	2
Tues.-Thur. Sep. 10-12	Internal analysis	3
Tues.-Thur. Sep. 17-19	Cost advantage	4
Tues.-Thur. Sep. 24-26 advantage	Exam 1/ Differentiation	
	5	
Tues.-Thur. Oct. 1-3	Corporate strategy	6

Tues.-Thur. Oct. 8-10	Vertical integration and outsourcing	7
Tues.-Thur. Oct. 15-17	Strategic alliance	8
	Case Study Report	
Tues.-Thur. Oct 22-24	International strategy	9
Tues.-Thur. Oct 29-31	Innovative Strategies That Change the Nature of Competition	10/Exam 2 (ch 5,6,7,8,9)
Tues.-Thur. Nov 5-7	Competitive Strategy	11
Tues.-Thur. Nov 12-14	Organizational Structure	12
Tues.-Thur. Nov 19-21	Corporate governance and ethics 13 and ch 14 corporate social responsibility /Presentations in groups	
Tues.-Thur. Dec 3-5	Study Days	

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Course Requirements:

(Tentative Due Dates)

Exam 1: 20 points Tuesday, Sep 24

Exam 2: 20 points Thursday, Oct 31

Exam 3: 20 Points Tuesday, Dec 10

Assignments, exercises, and Cases 15 points

Class Participation 10 points

Capsim Simulation 15

Total 100 points

Methods of Evaluation:

Grading Scale:

A = 90-100 points

B = 80 – 89 points

C = 70 – 79 points

D = 60 – 69 points

F = 0 – 59 points

Withdrawal Dates: Census day is January 28, 2019. Last day to withdraw from one or more courses is April 1, 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 Tuesday, January 15, 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 four 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 2 points 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. Exams will be given in class on Tuesday,

February 26; and Thursday, April 18.

Assignments and Case Analysis Report

The report must be a minimum of two 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.

Capsim Simulation

Each group will be assigned a company, analyze the company, and make weekly decisions regarding production, R&D, loans, and pricing. Each group member must participate in the simulation. Full details are found in the getting started module regarding all the steps, info, materials, and resources available.

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 Tuesday, March 5. 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 Getting Started 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 Thursday, April 11 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 April 11, 2019.

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.

1. **STATEMENTS AND POLICIES**
2. **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>.

1. **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

1. 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.

1. 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.

1. 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.

1. 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.

1. 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.

1. 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.

1. 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>.

1. 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.