

---

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

2019, Fall, Section 001

COB 203

---



Professor: Dr. Brent D. Beal  
Office: COB 350.53  
Phone: 936-250-1475 (cell)  
e-mail: bbeal@uttyler.edu  
Office Hours: Thursdays, 2-5:00 pm; Also available via Zoom  
(<https://uttyler.zoom.us/j/3240123269>, 415-762-9988 or 646-568-7788;  
Meeting ID: 324 012 3269), FreeConferenceCall.com (712-432-1500,  
access code 603666), and Skype (bdb4004)

**I. PREREQUISITES**

The UT Tyler 2018-2019 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 Tyler 2018-2019 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 Canvas. These materials are also required:

*Dyer, J., Godfrey, P., Jensen, R., & Bryce, D. (2015). Strategic management: Concepts (1st Edition). Hoboken, NJ: John Wiley & Sons, Inc, ISBN-13: 978-1119134763.*

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

Beal, MacMillan, Woodwark, & Schnarr. 2016. *The case project guide: How to write a great business case as a class project*. London, Ontario: Ivey Publishing, Product # IM1051, <https://www.iveycases.com/ProductView.aspx?id=79115>.

The first book is our primary text. The second book is a smaller text that I wrote on corporate social responsibility (CSR). The last item is a guide that you will use to complete the class project. For more information about purchasing these materials, download the *Buying Course Materials* document on the Getting Started page on Canvas.

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

#### IV. LATE WORK

Please familiarize yourself with the course schedule. It is also important that you monitor both your patriots email account and Canvas 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 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 are weighted as indicated:

<b>Module Reports</b>	<b>10%</b>
<b>Chapter Quizzes &amp; Misc</b>	<b>20%</b>
<b>Class &amp; Case Discussions</b>	<b>15%</b>
<b>Class Project</b>	<b>35%</b>
Project Assignments	20%
Final Project	15%
<b>Exams*</b>	<b>20%</b>
<b>Total</b>	<b>100%</b>

\*I will use either the average on the two semester exams OR the score on the final exam, whichever is higher, to calculate your final grade.

**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 on Canvas). 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 Canvas.

**C. Chapter Quizzes & Other Assignments (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 (15%)**

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 follow the same format. These discussions will take place in the classroom and on the main discussion board. The face-to-face discussion will draw from the online discussion and vice versa.

**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 Case Project Guide* and the *Case Project Handout*.

#### **F. Exams (20%)**

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

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

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

### **VI. STATEMENTS AND POLICIES**

#### **A. UT Tyler Honor Code**

Every member of the UT Tyler community joins together to embrace: Honor and integrity that will not allow me to lie, cheat, or steal, nor to accept the actions of those who do.

#### **B. Students Rights and Responsibilities**

To know and understand 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>.

#### **C. Campus Carry**

We respect the right and privacy of students 21 and over 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>.

#### **D. 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 <http://www.uttyler.edu/tobacco-free/>.

#### **E. 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.

#### **F. 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.

#### **G. Student Accessibility and Resources**

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)

#### **H. 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.

#### **I. 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.

#### **J. 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.

#### **K. 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.

#### **L. Student Standards of Academic Conduct**

Student Standards of Academic Conduct Disciplinary proceedings may be initiated against any student who engages in scholastic dishonesty, including, but not limited to, cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts.

i. "Cheating" includes, but is not limited to:

- copying from another student's test paper;
- using, during a test, materials not authorized by the person giving the test;
- failure to comply with instructions given by the person administering the test;
- possession during a test of materials which are not authorized by the person

giving the test, such as class notes or specifically designed “crib notes”. The presence of textbooks constitutes a violation if they have been specifically prohibited by the person administering the test;

- using, buying, stealing, transporting, or soliciting in whole or part the contents of an unadministered test, test key, homework solution, or computer program;
- collaborating with or seeking aid from another student during a test or other assignment without authority;
- discussing the contents of an examination with another student who will take the examination;
- divulging the contents of an examination, for the purpose of preserving questions for use by another, when the instructors has designated that the examination is not to be removed from the examination room or not to be returned or to be kept by the student;
- substituting for another person, or permitting another person to substitute for oneself to take a course, a test, or any course-related assignment;
- paying or offering money or other valuable thing to, or coercing another person to obtain an unadministered test, test key, homework solution, or computer program or information about an unadministered test, test key, home solution or computer program;
- falsifying research data, laboratory reports, and/or other academic work offered for credit;
- taking, keeping, misplacing, or damaging the property of The University of Texas at Tyler, or of another, if the student knows or reasonably should know that an unfair academic advantage would be gained by such conduct; and
- misrepresenting facts, including providing false grades or resumes, for the purpose of obtaining an academic or financial benefit or injuring another student academically or financially.

ii. “Plagiarism” includes, but is not limited to, the appropriation, buying, receiving as a gift, or obtaining by any means another’s work and the submission of it as one’s own academic work offered for credit.

iii. “Collusion” includes, but is not limited to, the unauthorized collaboration with another person in preparing academic assignments offered for credit or collaboration with another person to commit a violation of any section of the rules on scholastic dishonesty.

iv. All written work that is submitted will be subject to review by SafeAssign™, available on Canvas.

#### **M. UT Tyler Resources for Students**

- UT Tyler Writing Center (903.565.5995), [writingcenter@uttyler.edu](mailto:writingcenter@uttyler.edu)
- UT Tyler Tutoring Center (903.565.5964), [tutoring@uttyler.edu](mailto:tutoring@uttyler.edu)
- The Mathematics Learning Center, RBN 4021, this is the open access computer lab

for math students, with tutors on duty to assist students who are enrolled in early-career courses

- UT Tyler Counseling Center (903.566.7254)

Note: An electronic version of these statements and policies can be found here:

<http://www.uttyler.edu/academicaffairs/files/syllabuspolicy.pdf>.

Dr. Brent D. Beal  
2019, Fall, Section 001  
*COB 203*

Page 1 of 2

	Date	Topic & Assignments	Due
Week 9	21-Oct (Mon)	<b>MODULE 7</b> <b>Business Model Innovation</b> Dyer Text: Chapter 10  <i>COB 203: Fri, Oct 25, 6:00 - 8:45 pm</i>	Due Sun, Oct 27, 10:00 pm: Module 7
Week 10	28-Oct (Mon)	<b>MODULE 8</b> <b>Implementing Strategy</b> Dyer Text: Chapter 12  <i>COB 203: Fri, Nov 1, 6:00 - 8:45 pm</i>	Due Sun, Nov 3, 10:00 pm: Module 8 Project Assignment #4 [by Mon, Nov 12, by noon]
Week 11	04-Nov (Mon)	<b>EXAM 2</b>    <i>COB 203: Fri, Nov 8, 6:00 - 8:45 pm</i>	--
Week 12	11-Nov (Mon)	<b>CASE PROJECT WORKSHOP</b> Post case draft and teaching note by noon, Mon, Nov. 11 (see Workshop module)   <i>COB 203: Fri, Nov 15, 6:00 - 8:45 pm</i>	Due Sun, Nov 17, 10:00 pm: Project Assignment #4 [by Mon, Nov 11, by noon] Project Critique
Week 13	18-Nov (Mon)	<b>THANKSGIVING HOLIDAYS (NO CLASS)</b>	--
Week 14	25-Nov (Mon)	<b>MODULE 9</b> <b>Corporate Governance &amp; Ethics</b> Dyer Text: Chapter 13; CSR Text: Chapter 4 CASE: Financial Services & United States Postal Service [materials posted in forum; in-class; online from Wed, noon, to Sun, 10 pm]  <i>COB 203: Fri, Nov 29, 6:00 - 8:45 pm</i>	Due Sun, Dec 1, 10:00 pm: Module 9
Week 15	02-Dec (Mon)	<b>MODULE 10</b> <b>Corporate Strategy and the Public Interest</b> Dyer Text: Chapter 14; CSR Text: Chapter 5 Assigned Readings (see Module 10 folder on Canvas) Module 10 Discussion (in-class; online from Wed, noon, to Fri, 5 pm)  <i>COB 203: Fri, Dec 6, 6:00 - 8:45 pm</i>	Due Fri, Dec 6, 5:00 pm: Module 10 Project Peer Review (2 of 2) Project (Final Drafts)
Week 16	09-Dec (Mon)	<b>STUDY DAY AND FINAL EXAM (NO CLASS)</b> Note: Date and time of final exam to be determined	Due Sat, Dec 14, 5:00 pm: Final Exam