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I. PREREQUISITES

From the UT Tyler 2018-2019 Undergraduate & Graduate Catalog: “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. This course is designed to help you, the student, assimilate and apply your earlier functional courses and your on-the-job experiences. The course focuses on the general management point of view, highlighting the creation, implementation and evaluation of strategy in organizations. You will think and act as if you were a top management team member and make the really important "Big Picture" decisions. You will develop a portfolio of skills in the analysis of complex business problems and in clearly presenting your findings both orally and in writing. You will also further advance your ability to work successfully in teams.

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.

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 (2nd Edition). Hoboken, NJ: John Wiley & Sons, Inc, ISBN-13: 9781119134763.

Link to the book website where you can rent the book for 30 dollars:

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

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

HBR Must Read Articles

Additional materials will be made available on Canvas related to real world problems.

The first book is our primary text. 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 (under Campus Resources): <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:

Cases	30%
Chapter Quizzes & Misc	20%
Online Discussions	25%
Class Project	25%

Project Assignments	15%
Final Project	10%

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.]

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.

B. Cases (30%)

Over the course of this class, you are expected to work on a case. These cases are going to be group-work. Students will work in groups to answer questions that come at the end of each case. These cases can be found at the end of the book. The case situations are multifaceted and unstructured and may defy predetermined and readily available courses of actions. Often, information you might wish to have will be either partial or lacking. In addition, you may possess only limited technical or functional expertise. Yet, you will be expected to commit yourself to a sensible and workable strategic course of action and be able and willing to justify your choice. In that sense, you will find yourself in the same situation managers have to face in the "real world". It is important that you perform the necessary quantitative analysis as well as qualitative synthesis of the case facts. For example, "understanding the relationship between firm's R&D spending and firm performance requires examining the correlations between the two over an extended period of time say five years since R&D spending may take several years to materialize" . There is a financial component and also a qualitative component.

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 (25%)

Class discussions will focus broadly on course learning objectives and will draw on assigned course materials.

Class 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 (25%)

The class project consists of doing either of the following:

Developing a business-idea (innovative) and authoring a comprehensive report on its potential and strategy (format will be posted on Canvas).

Or

Comprehensive company analysis and recommendations using each chapter's concepts and insights (details will be available on Canvas).

F. Grading Feedback and Notification

In almost all cases, I will grade submitted work within 3 business days. Grades will be posted on 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. 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 nonpayment
- 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

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.

1. "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.
2. "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.

- “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.
1. 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
- UT Tyler Tutoring Center (903.565.5964), 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 earlycareer 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>.