

THE UNIVERSITY OF TEXAS AT TYLER
SOULES COLLEGE OF BUSINESS
Fall 2021

COURSE NUMBER: MANA 5395.060

COURSE TITLE: Formulating and Implementing Strategy

INSTRUCTOR: Dr. Jim Cater, Professor of Management

OFFICE LOCATION: BUS 350-329

PHONE NUMBER: (903) 707-2107

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OFFICE HOURS: Online or by appointment

COURSE DESCRIPTION: 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.

PREREQUISITE: Should generally be completed in the final semester.

REQUIRED TEXT: Strategic Management: Creating Competitive Advantages 10th Edition by Dess, G., McNamara, G., Eisner, A., & Lee, S. (2021).

Published by McGraw Hill. ISBN 13: 978-1-260-70662-8

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 online course makes extensive use of Canvas as an electronic instructional delivery and communication platform, using Canvas's content areas, course tools, and assessments. Coursework will include reading assignments, online quizzes, discussion board postings, and two exams. Learning strategies include reading resources linked to the Internet; viewing video streaming, assignment instructions; project and process-oriented individual projects; use of the discussion board; use of the Internet; and e-mails among students and between individual students and the professor.

COURSE CONTENT:

Tentative Course Schedule:

<u>Date</u>	<u>Topic</u>	<u>Textbook Chapter</u>
Mon.-Mon. Aug 23-30	Strategic Management	1
Tues-Mon. Aug 31-Sep 6	External Environment	2
Tues.-Mon Sep 7-13	Internal Environment	3
Tues.-Mon Sep 14-20	Intellectual Assets	4
Tues.-Mon Sep 21-27	Business Level Strategy	5
Mon.-Tues Oct 4-5	Exam 1: Chapters 1, 2, 3, 4, 5	
Wed-Mon Oct 6-11	Corporate Level Strategy	6
Tues.-Mon Oct 12-18	International Strategy	7
Tues.-Mon Oct 19-25	Entrepreneurial Strategy	8
Tues-Mon Oct 26-Nov 1	Control and Governance	9
Tues-Mon. Nov 2-8	Leadership Executive Interview Extra Credit Report due	11
Mon-Tues Nov 15-16	Exam 2: Chapters 6, 7, 8, 9, 11	
Wed. -Sun Nov 17-28	Thanksgiving Holiday	
Mon.-Mon Nov 29-Dec 6	Company Analysis Project	

Students may work ahead of the above schedule. Please note that if you work ahead of schedule, you must come back to the Discussion Board and respond to the posts of two other students in order to earn full credit for the exercise. For each textbook chapter, we will have chapter review questions, and a Discussion Board.

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

Exam 1:	100 points	Mon, Oct 4 (6:00AM) –Tues, Oct 5 (11:00PM)
Exam 2:	100 points	Mon, Nov 15 (6:00AM) – Tues, Nov 16 (11:00PM)
Chapter Review Questions	100 points	Monday evenings at 11:00PM each week
Discussion Questions	200 points	Monday evenings at 11:00PM each week
Company Analysis Project	150 points	Monday, December 6 at 11:00 PM
Total	650 points	

Methods of Evaluation:**Grading Scale:**

A = 585 – 650 points

B = 520 – 584 points

C = 455 – 519 points

D = 390 – 454 points

F = 0 – 389 points

Withdrawal Dates: Census Day is September 3, 2021. Last day to withdraw from one or more courses is November 1, 2021.

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

By Monday, September 13, we will select study groups for the Company Analysis Project. 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.

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 60 minutes. At the end of 60 minutes, the exam will automatically shut down. The exams will be closed book with no notes or electronic devices allowed.

Required Equipment: Our exams will require a web camera with a microphone to submit these assignments. If you do not have a web camera built into your laptop or desktop, you will need to purchase an inexpensive one. I found one on Amazon for \$9.99 [Amazon Web Camera](#)

The Soules College of Business is pleased to offer courses online in an asynchronous environment in order to enhance their accessibility. In order to preserve academic integrity in these online courses, we observe the following testing policy.

- 1) Classes offered online may have up to two tests/examinations offered in a proctored setting.
- 2) These proctored exams should have meaningful impact on a student's grade in class.
- 3) Exams administered online should be proctored live using a proctoring service approved by the University. The use of services which only record the exam administration but do not offer live monitoring is not acceptable.
- 4) Students must register for the proctoring service using information provided by the instructor (on Canvas).
- 5) Exam proctoring will be at no cost to the student provided that the exam is scheduled in a timely manner per the course instructions. Students may be billed for cancelling or rescheduling an exam per the provider's fee schedule.

Exams are necessary to assess your mastery of core marketing concepts. The two exams will consist of multiple-choice questions. You will have 60 minutes on each exam. **You are not permitted to use your textbook, notes, or any other resources on the exam. Your exams will be proctored via a web camera with a microphone by Proctor U. During your exam you are not permitted to leave the computer (bathroom breaks, etc.), you must take the exam in a quiet room, and you must have good lighting and sound.** You will need to follow the registration instructions for Proctor U posted in the Getting Started section on Canvas to avoid any expenses for late registration. If you register by the time required, The University of Texas at Tyler is covering the cost of proctoring. Copying any questions/answers on an exam or discussing exam questions with other students is considered cheating and may result in failing the course and/or other scholastic dishonesty disciplinary actions.

Automated proctoring with professional review (Proctor U Auto). *The assessment (Exam 2) in this online course will be proctored using Proctor U. Beyond the cost of initial equipment needed (e.g. a camera for your computer), there will not be any additional cost for proctoring. You will need to create a Proctor U account and install the Proctor U extension before attempting any assessment. To create a Proctor U account, follow the Proctor U tool within Canvas. Please make sure you are using the current version of Chrome or Firefox and download the Proctor U extension available at <http://bit.ly/proctoruchrome> or <https://www.proctoru.com/firefox>.*

In order to use Proctor U, you will need the following:

- *High-speed Internet connection*
- *Webcam (internal or external)*
- *Windows, Mac, or Chrome Operating System*

- *Up-to-date Chrome or Firefox browser and ProctorU extension installed*
- *Valid photo ID*
- *Quiet environment to take your assessment*

You can visit the *Test Taker Resource Page* for additional information at <https://bit.ly/ProctorMe>

Chapter Review Questions

I have posted chapter review questions for each of the 10 assigned chapters. Example: Chapter 1 Review. The review questions will be due at **11:00PM**. The questions will be in multiple-choice format. Each set of chapter review questions will count 10 points. You will have 20 minutes to complete each exercise. There are 10 assigned chapters for the class. Please contact me immediately via e-mail if you experience technical difficulties, such as a lock-out while you are taking a chapter review quiz.

Discussion Boards

I have posted discussion questions for each of the assigned material. Example: Chapter 1 Discussion Board. The Discussion Board questions will be due at **11:00PM on each Monday evening**. Each student must actively engage in at least three separate instances during the discussion period to obtain full credit for the exercise. Each discussion exercise will count 20 points. Please note that if you work ahead of schedule, you must come back to the Discussion Board and respond to the posts of two other students in order to earn full credit for the exercise. Please note that Discussion Board answers must be in full sentences with proper spelling, punctuation, and grammar. No abbreviations, such as those used in instant-messaging, will be acceptable. Also, longer more comprehensive Forum answers will be rewarded with higher grades. Short answers -one or two sentences- will receive lower grades.

Please note that in the Discussion Board responses, you must personally address the students that you are responding to by name. For example, you may start your response with “Hello (student name)” or “Hi (student name).” It will be an automatic point loss for each time you fail to do this. Secondly, I have read far too many responses in which a student simply agrees with other students. Therefore, if you use the term “I agree” or a like term of agreement, I will deduct points depending on the severity of the offense.

Answer length is very important for the Discussion Board posts and responses. Longer answers require more time and effort, which is what I am looking for. Add to the discussion with something new, look up related items, and bring in some different thoughts. Longer responses generally receive better grades provided the answers are correct, make sense, and are respectful to everyone involved.

Add more information to your responses to the two other students. Also, clearly number your answers – Question 1 and Question 2. I also suggest that you copy each question and then reply to each question. I suggest that you write your answers out in a word document, check for errors, and then copy and paste into the Discussion Board.

Going forward, please place your original post in the Discussion Boards at least two days before the deadline to allow other students to respond.

Discussion Board Rubric

Discussion Board – 20 points. Each Discussion Board counts as 20 points – 14 points for your post in response to the questions, and then 3 points and 3 points for your responses to other students.

Grammar, punctuation, and spelling should be error-free. Consider the responses as mini-essays. Content must be appropriate, original - not duplicating another student's response, and thoughtful.

Short answers in general require less thought and will receive lower grades.

You can observe the rubric within each graded forum.

Company Analysis Project

Each group will select a company, analyze the company, and prepare a voice-over Power Point Presentation of approximately 10 minutes in length for the class. Each group member must participate in the presentation. The presentations will be due on Monday, December 6 at 11:00 PM. Each group may choose their company, with instructor approval. 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. Please email the written Microsoft Word Document and the Microsoft Voice-over PowerPoint slides to jcater@uttyler.edu by Monday, December 6 at 11:00 PM.

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 18. This manager may be a friend, relative, or acquaintance. Tape-record an Executive Interview with the manager using an electronic device such as a digital recorder. 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 Monday, November 8 at 11:00 PM.

Attendance Policy – Time Commitment – Student Expectations

Attendance (regular participation in the online classroom) is essential for maintaining the best learning environment. Learning occurs in relationship not only between student and course materials, but, just as importantly, peer to peer, professor to student, and student to professor.

You are expected to log on to the course site every day at least once.

Students who successfully complete the course report that they spend an average of 20 hours per week on the course. You may spend more or less, depending on your current level of expertise.

NOTE: This Internet class demands that the student be self-motivated and self disciplined. You are responsible to keep up with the schedule, assignments, and exams. I will be contacting you throughout the semester by email, and Blackboard is available at all times.

Students are expected to be polite and respectful in all communication with the professor and other students. Proper grammar, spelling, and punctuation are required in all communication. Abbreviations, such as those used in text messaging, are not acceptable.

What You Should Understand About Internet Classes

- Be realistic about the amount of time required to do the coursework
- Plan to spend 3 to 5 clock hours per week for every credit hour
- Schedule class time just as if you were attending class on-campus
- Turn in your work ON TIME
- On-line is NOT easier!
- Participate actively in the class
- Use e-mail and the discussion boards to communicate often with your instructor and other classmates
- Log onto the class at least every day.
- Do NOT fall behind in your assignments
- ASK for help when you need help

Technical Information

Technical Support

If you experience technical problems or have a technical question about this course, you can obtain assistance by emailing itsupport@patriots.uttyler.edu.

When you email IT Support, include a complete description of your question or problem including:

- The title and number of the course
- The page in question
- If you get an error message, a description and message number
- What you were doing at the time you got the error message

You may also visit [Distance Education FAQs](#) for helpful information.

Plug-ins and Helper Applications:

UT Tyler online courses use Java, JavaScript, browser plug-ins, helper application and cookies. It is essential that you have these elements installed and enabled in your web browser for optimal viewing of the content and functions of your online course. You may check to see if your web browser is properly configured to use by clicking on the Student Resources tab within and selecting “Test Browser.” Links for browser plug-ins and helper applications are provided below.

- [Adobe Reader](#) allows you to view, save, and print Portable Document Format (PDF) files.
- [Adobe Flash Player](#) allows you to view content created with Flash such as interactive web applications and animations.
- [Java Runtime Environment](#) (JRE) allows you to use interactive tools on the web.
- [QuickTime](#) allows users to play back audio and video files.
- [Windows Media Player](#) allows you to view, listen and download streaming video w/audio.
- [RealPlayer](#) allows you to view and listen to streaming video and audio.

Student Resources

Netiquette Guide: “[Netiquette](#)” (network etiquette) is the do's and don'ts of online communication. Netiquette covers both common courtesies 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 College of Business and Technology 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 and Technology 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.