



MANA 5395: FORMULATING AND IMPLEMENTING STRATEGY

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COURSE: MANA 5395. Summer II 2020 (Online Class)

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TEXTBOOK: Dess, McNamara, Eisner and Lee. 2021. Strategic Management: Text and Cases (10th Ed.) McGraw Hill, New York.

Course Overview and Objectives

The course is an integrative course that allows students to understand the nature of businesses, their leadership and governance, and how the functional areas of finance, marketing, logistics, manufacturing etc. fit together to support a broad and purposeful organizational mission. It serves as the capstone experience for the business curriculum.

Strategic management is the process whereby a firm chooses its business, and establishes and sustains its position in a competitive market. Strategic management and decision making is rapidly and continuously changing in order to keep up with today's hypercompetitive environment. This "dynamic" course will give you an opportunity to develop your analytical skills and gain insight into the role strategy and leadership plays in an organization.

This course includes three broad units:

1. Concepts of strategic management, corporate governance, and performance evaluation: Understanding and articulating business goals; Providing and establishing appropriate leadership and governance structures; and, Evaluating and setting performance standards.
2. External and internal analysis and business level strategy formulation: Understanding the competition, macro trends, and the firm's environment; Understanding and leveraging the firm's internal strengths and capabilities; Formulating a cogent strategic plan at the business level.
3. Strategy implementation, control, and related strategic issues: Organizing the firm for implementation and control; Analyzing issues in managing innovation and new technologies; Analyzing issues in managing entrepreneurial ventures and small businesses.

The primary course objectives are to:

- Articulate the relationships among various functional areas (disciplines) and relate them to the overall purpose, functioning, and value creation in firms
- Understand leadership and governance structures in firms
- Develop analytical skills and techniques to understand external (industry environment) opportunities and threats as well as internal (firm) strengths and weaknesses
- Appreciate the complexities of managing innovation and new technologies as well as the underlying dynamics of corporate entrepreneurship and new venture creation.

Course Design

The course is structured in 14 modules, 2 of which are reserved for the major exams. The remaining modules include things such as selected articles and videos, the publisher's PowerPoint slides that accompany the textbook, narrated PowerPoint presentations I have prepared and sometimes other tidbits. The Course Calendar presented in Canvas contains the detailed schedule of the course with the due dates for each assignment. Here is a brief description of what each type of course activity constitutes:

Power Point Slides. Power point slides will be posted for each chapter covered in the course. Slides should be used as a supplement to and not a substitution for the textbook.

Power Point Slide Shows. I have prepared one or more narrated Power Point slideshows for each module. I encourage you to listen to the slideshows before you read the chapters. Please

be aware that these slideshows will help highlight important points about the topic, but are not intended to replace the reading material in the textbook.

Articles/Videos. In addition to your textbook chapters, you will need to read an article(s) and watch video(s) on the topics covered during that week. The articles will be posted on Canvas in the corresponding modules in Canvas.

DBAs. There will be 4 DBAs during the course. DBAs will be based on the chapter(s) covered during the corresponding week and/or article/video posted on Canvas. Each DBA will require 2 posts (300-400 words each): a response to my question as well as a response to another (only one) student's post of your choice. Each DBA post will require 2 citations: one internal citation from the materials posted on the Canvas site or your textbook and one external citation (any reputable business article). Totally, you will need 4 citations per each DBA. Your external sources can be any other articles from reputable business magazines and journals and cite them in your posts. Please be careful and do not random webpages. Your sources need to be credible but may be from the "popular press" (i.e., Fortune, Business Week, etc.) rather than from academic journals.

It is critical to follow the APA style in writing. Also, I will subtract points for sloppy writing that contains grammatical and/or stylistic errors.

Grading DBAs:

Generally I split the points between the initial posting and the response, however I deduct a full point if the initial posting is not made 24 hours in advance. Each reference is worth ½ point, but note that 2 references are required in each posting. I generally award 1 point based on being on topic and written well enough that I can follow your logic.

Quizzes. There will be 4 quizzes covering the required reading textbook material. Each quiz will consist of 15 one-point multiple-choice questions. You can take a quiz at any time before its deadline and the time you can spend on a quiz (once started) is unlimited. However, once you start the quiz you should complete it because there will be no option to exit it and return to it. **I WILL NOT REOPEN A QUIZ FOR YOU AND YOU WILL LOSE POINTS.**

The quizzes are designed as a learning tool and are open book. By working through the quizzes you will learn not only the material, but how to study for the exams.

Exams. The two multiple choice exams are intended as evaluative devices rather than as learning exercise. Each exam is 50 multiple choice questions. You will only have one opportunity to answer each question, and once you submit your answer you will not have the opportunity to return to the question. Thus it is essential to answer each question when it is presented.

The exam questions are very similar in nature to the quiz questions, so working through the quizzes is the best indicators of how to study for the exams. Pay careful attention to the learning objectives listed for each chapter. Between the quizzes and the exams, each learning objective is assessed by at least 2 different questions. Most of the learning objectives are covered in the quizzes, and all of the learning objectives are included in the exams.

Grades

Grades are computed as percentages and will be assigned based on your final average for the course as follows: 90 and above A; 80 and above B; 70 and above C; 60 and above D; below 60 F. I do not round up, thus and 89.99 is still a B. Activities are weighted as follows: Exams, 60%; DBA's 20% Quizzes, 20%. Additional details are presented in Canvas

The course activity calendar is posted under separate cover on the Canvas page, and I believe the automatic calendar constructed by Canvas is accurate.

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location: <http://www.utt Tyler.edu/academicaffairs/files/syllabuspolicy.pdf>