
MANA 5395**Formulating and Implementing Strategy**

2023, Fall, Section 001

COB 212



Professor: Dr. Brent D. Beal
Office: COB 350.53
Phone: 936-250-1475 (cell)
e-mail: bbeal@uttyler.edu
Office Hours: By appointment; Also available via Zoom (Meeting ID: 324 012 3269), FreeConferenceCall.com (716-427-1394, access code 603666), and cell phone (936-250-1475)

I. PREREQUISITES

From the UT Tyler 2023-2024 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. The UT Tyler 2023-2024 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 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. (2022). Strategic management: Concepts (4th Edition), WileyPLUS Card. Hoboken, NJ: John Wiley & Sons, Inc. ISBN-13: 978-1119763086.

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.

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

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

IV. LATE WORK

If you want to submit late work, please contact me.

Please familiarize yourself with the course schedule. It is also important that you monitor both your patriots email account and Canvas for course updates.

V. COURSEWORK AND GRADING

A. Summary of Grading Categories

Grades are assigned to the following categories. These categories are weighted as indicated:

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

*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-minute 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. UNIVERSITY POLICIES AND INFORMATION

- **Final Exam Policy:** Final examinations are administered as scheduled. If unusual circumstances require that special arrangements be made for an individual student or class, the dean of the appropriate college, after consultation with the faculty member involved, may authorize an exception to the schedule. Faculty members are required to maintain student final examination papers for a minimum of three months following the examination date.

- **Incomplete Grade Policy:** If a student, because of extenuating circumstances, is unable to complete course requirements by the end of the semester, then the instructor may recommend an Incomplete (I) for the course. The "I" may be assigned in lieu of a grade only when all of the following conditions are met: (a) the student has been making satisfactory progress in the course; (b) the student is unable to complete all course work or final exam due to unusual circumstances that are beyond personal control and are acceptable to the instructor; and (c) the student presents these reasons prior to the time that the final grade roster is due. The semester credit hours for an Incomplete will not be used to calculate the grade point average for a student. The student and the instructor must submit an Incomplete Form detailing the work required and the time by which the work must be completed to their respective department chair or college dean for approval. The time limit established must not exceed one year. Should the student fail to complete the work for the course within the time limit, the instructor may assign zeros to the unfinished work, compute the course average for the student, and assign the appropriate grade. If a grade has not been assigned within one year, then the Incomplete will be changed to an F or to NC, if the course was initially taken under the CR/NC grading basis.

- **Grade Appeal Policy:** - UT Tyler's Grade Appeal policy requires the completion of a Grade Appeal form for this action to take place. The grade appeal begins with the instructor of the course. If a student does not agree with the decision of the instructor, the student may then move the appeal to the department chair/school director for that course. If the student is still dissatisfied with the decision of the chair/director, the appeal moves to the Dean of the College offering that course, who has the final decision. Grade appeals must be initiated within sixty (60) days from the date of receiving the final course grade. The Grade Appeal form is found on the Registrar's Form Library.

- **Disability/Accessibility Services:** In accordance with Section 504 of the Rehabilitation Act, Americans with Disabilities Act (ADA) and the ADA Amendments Act (ADAAA), The University of Texas at Tyler offers accommodations to students with learning, physical and/or psychological disabilities. If a student has a disability, including a non-visible diagnosis such as a learning disorder, chronic illness, TBI, PTSD, ADHD, or a history of modifications or accommodations in a previous educational environment, the student is encouraged to visit <https://hood.accessiblelearning.com/UTTyler> and fill out the New Student application. The Student Accessibility and Resources (SAR) office will contact the

student when the application has been submitted and schedule an appointment with the Assistant Director Student Accessibility and Resources/ADA Coordinator. For more information, including filling out an application for services, please visit the SAR webpage at <http://www.uttyler.edu/disabilityservices>, the SAR office located in the University Center, # 3150 or call 903.566.7079.”

- **Military Affiliated Students:** UT Tyler honors the service and sacrifices of our military-affiliated students. If you are a student who is a veteran, on active duty, in the reserves or National Guard, or a military spouse or dependent, please stay in contact with your faculty member if any aspect of your present or prior service or family situation makes it difficult for you to fulfill the requirements of a course or creates disruption in your academic progress. It is important to make your faculty member aware of any complications as far in advance as possible. Your faculty member is willing to work with you and, if needed, put you in contact with university staff who are trained to assist you. Campus resources for military-affiliated students are in the Military and Veterans Success Center (MVSC). The MVSC can be reached at MVSC@uttyler.edu or via phone at 903.565.5972. • **Academic Honesty and Academic Misconduct:** The UT Tyler community comes together to pledge that “Honor and integrity will not allow me to lie, cheat, or steal, nor to accept the actions of those who do.” Therefore, we enforce the Student Conduct and Discipline policy in the Student Manual of Operating Procedures (Section 8).

- **FERPA:** UT Tyler follows the Family Educational Rights and Privacy Act (FERPA) as noted in University Policy 5.2.3. The course instructor will follow all requirements in protecting your confidential information.

- **Recording of Class Sessions:** Class sessions may be recorded by the instructor for use by students enrolled in the course. Recordings that contain personally identifiable information or other information subject to FERPA shall not be shared with individuals not enrolled in the course unless appropriate consent is obtained from all relevant students. Class recordings are reserved only for the use of students enrolled in the course and only for educational purposes. Course recordings should not be shared outside of the course in any form without express permission.

- **Absence for Official University Events or Activities:** All courses follow the practices related to approved absences as noted by the Student Manual of Operating Procedures (Sec. 1 -501).

- **Absence for Religious Holidays:** Students who anticipate being absent from class due to a religious holiday are requested to inform the instructor by the second class meeting of the semester.

- **Campus Carry:** We respect the right and privacy of students who are duly licensed to carry concealed weapons in all courses. License holders are expected to behave responsibly and

keep a handgun secure and concealed. More information is available at
<http://www.utt Tyler.edu/about/campus-carry/index.php>.

Note: An electronic version of these statements and policies can be found here:
https://www.utt Tyler.edu/academic-affairs/files/syllabus_information_2021.pdf