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

2025, Spring, Sections 702 &amp; 704

*online*

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**I. PREREQUISITES**

From the UT Tyler 2024-2025 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 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. (2022). Strategic management: Concepts (4th Edition), WileyPLUS Card. Hoboken, NJ: John Wiley & Sons, Inc. ISBN-13: 978-1119763086. (Note: You are required to purchase access to this textbook and associated learning materials on WileyPLUS; see the document “Buying Course Materials” for more details.)*

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.

For additional information, see the UT at Tyler Handbook of Operating Procedures, Section 5.10.2 (<https://www.uttyler.edu/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:

|                                   |             |
|-----------------------------------|-------------|
| <b>Module Reports</b>             | <b>10%</b>  |
| <b>Chapter Quizzes &amp; Misc</b> | <b>20%</b>  |
| <b>Online Discussions</b>         | <b>35%</b>  |
| <b>Class Project</b>              | <b>35%</b>  |
| Project Assignments               | 20%         |
| Final Project                     | 15%         |
| <hr/>                             |             |
| <b>Total</b>                      | <b>100%</b> |

##### 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 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. 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 (35%)**

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 the course to specific situations and contexts.

Both class discussions and case 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 (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). For more information on the class project, see *The Case Project Guide* and the *Case Project Handout*.

## **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. UNIVERSITY POLICIES AND INFORMATION

An updated electronic version of *University Policies and Information* can be found here:  
<https://www.utt Tyler.edu/offices/academic-affairs/files/syllabus-information.pdf>