



**THE UNIVERSITY OF AKRON
COURSE SYLLABUS
College of Business Administration
6500:490-001 Strategic Management**

Dr. Debmalya Mukherjee	Class Location: CBA 126
Email: dmukher@uakron.edu	Term: Spring 2020
Office: CBA 348 (Management Department, 3 rd Floor)	Class Time: 1:15-2:30 pm (M, W)
Phone: 330-972-7039	
Office Hours: Monday- 11 am to 1:15 pm	

Course Information

Required Readings

1. Strategic Management: Concepts and Cases, 2nd/2017, Dyer, Godfrey, Jensen, Bryce ISBN 9781119411697, WILEY
2. MISCELLANEOUS READINGS: Several additional readings may be provided in class

Student Eligibility

It is necessary for you to satisfactorily complete all prerequisite courses before taking this class.

Official Course Description.

Prerequisites: Admission to College of Bus Admin, 97 credits in which 15 credit hrs, or half of major coursework must be completed, along with the CORE; and 6200:202, 250; 6400:301 or 310, 220 or (321 and 322); 6500:305 or 222, 330 and 301; 6600:205; 6800:305.

Capstone course. Integrates the core business disciplines (accounting, economics, finance, management, marketing) through the use of case analysis. Objective and strategy formulation from an administrative viewpoint and international dimension. Emphasis on oral and written communications. Students are assumed to be familiar with professional best practices such as APA citation style, PowerPoint, Excel, Word, and Brightspace.

Overview: This course is designed to provide an overview of the issues related to strategic management in modern corporations. **Since this is a hybrid course, some of the components of this course will be online. It is very important for you to log into Brightspace each day to find the latest updates for class.**

This course is supported by The University of Akron's learning management system called Brightspace. If you are new to Brightspace, you can [get started by watching the tutorials here](#).

Technical Prerequisites

Technical Skills: To be successful in this course you should be able to:

1. Edit and Save an Excel file and a Word file.
2. Navigate through Brightspace.
3. Attach and submit files to a Dropbox.
4. Open and save file attachments.
5. Compose and respond to email and an online discussion forum.
6. Play audio and video files online.

Major Course Objectives:

1. To identify and describe major theories and concepts in the field of strategic management
2. To develop students' capacity to think strategically about a company, its business position, and how it can gain sustainable competitive advantage.
3. To build students' skills in conducting strategic analysis in a variety of industries and competitive situations and especially to provide them with a stronger understanding of the competitive challenges of a global market environment.
4. To give students hands-on experience in crafting company strategy, reasoning carefully about various strategic options (at the business as well as at the corporate level), using what-if analysis to evaluate action alternatives, and making strategic decisions.
5. To identify the major international strategic options and the dynamics of a company's global environment.
6. To integrate the knowledge gained in earlier core courses in the business school curriculum.
7. To help students become more conscious of the importance of ethical principles, organizational culture and organizational values, and socially responsible management practices.
8. To help students improve their managerial communication (verbal as well as written) skills.

These objectives are accomplished through the use of:

- (1) Assigned text readings;
- (2) Class lectures and discussions;
- (3) Film clips;
- (4) Class presentation of a firm's strategy; and
- (4) Case study analysis and discussion.

College of Business Administration Objectives

This course is part of the CBA core, and as such, it shares these learning objectives:

- Master integrated business knowledge
- Analyze data using quantitative techniques
- Be informed decision makers
- Develop leadership and collaboration competencies
- Use writing and oral communication skills to persuade and to mobilize action
- Demonstrate a global perspective and cross-cultural awareness
- Recognize and understand how to address ethical concerns

Communication: All course communication will be through UANET email or University of Akron BRIGHTSPACE. PowerPoint slides and notes will be uploaded on the BRIGHTSPACE.

Student Evaluation and Assessment

Student Evaluation: Students will be evaluated on the following:

1. **Comprehensive In-depth Company Analysis Project (group):** (100 points)
2. **Exam 1:** 50 points
3. **Exam 2:** 50 points
4. **Exam 3:** 100 points
5. **Group Case Analysis (from textbook):** 100 points
6. **Total points = 400**

Group Case Analysis (100 points):

The group case has two components: a) **Oral presentation (50 points)** b) **Written report (50 Points)**. Teams will have to present a case study (10 -12 slides). Case Assignment (from the text book): Specific cases **will be assigned to each group in the class**. This will be a **8-10 page analysis of the case(s)** that your group has been assigned to. You are asked to write case analyses to enable you to demonstrate that you can apply conceptual frameworks from this course to real situations and integrate topics in your analysis. Case analyses also enable you to improve your critical thinking and analytical abilities, your ability to evaluate sources of information and your written communication skills. Essentially you will be putting the analysis that your group discusses on to the paper and PowerPoint slides. Use theory/concepts/frameworks from the class as well as facts of the case to back up your conclusions and ideas. You will be evaluated on the quality of the analysis as well as the support provided.

Comprehensive In-depth Company Analysis Project (group) (100 points): The group project will be to investigate and analyze a major business company/organization using strategic management concepts.

- a) A brief background of that company
- b) An industry analysis based on Porter's five forces model
- c) A SWOT analysis of that company (Should include financial performance analysis)
- d) Its current major international activities (strategic)
- e) Strategic recommendations

The groups will present findings through a written report (**50 points**) and **Oral Group Presentation (50 Points)**. **The written group paper not to exceed 15 pages, all inclusive (double spaced) should be turned in to the instructor.** Students are expected to incorporate strategic management concepts (mentioned above) in a logical, coherent, and clear fashion. All outside classroom written assignments must be typed and printed.

Exams (200 points): Exams will test materials discussed in class and from text assignments. **Exams must be taken on the date assigned.** Exams will test material discussed in class and from text reading assignments. There are 3 exams scheduled during the semester.

Peer evaluations will be used to ensure participation in group assignments. Individual grades of team members may differ based on his/her level of participation. Even a failing grade can be given by the professor if a student does not contribute or contribute minimally to group assignment(s).

Attendance and class participation

Class attendance is strongly encouraged. Generally, students who attend class regularly outperform students who attend class irregularly. Attendance will be taken at the beginning of the semester to conform to university requirements. **Students are expected to participate in class discussions and read text assignments prior to class meetings.** Students may randomly be called upon during class to

contribute to the class discussion. **Students should be in class on time and not leave prior to the end of class time to prevent disruption.** Note—Class attendance ensures that students obtain additional information, not found in the text that may be on the exams. It is the students' responsibility to obtain class information and handouts when absent. **No cell phones, pagers, or other device that is distracting in the classroom. PLEASE TURN THEM OFF BEFORE COMING TO CLASS.** Irregular attendance may lower your grade.

- **Excellent** participation will come from students that attend class regularly, consistently contribute to case discussions, and consistently demonstrate superior understanding and insights.
- **Good** participation will come from students that attend class regularly, consistently contribute to case discussions and occasionally demonstrates superior understanding and insights.
- **Poor** participation will come from students that inconsistently attend class, inconsistently contribute to case discussions and rarely demonstrate superior understanding and insights.

Course Grade: The final grade is determined by the number of points earned on a group project and examinations. The total points earned will be divided by the total points possible for a final percentage. The grading scale is as follows:

A	=	93-100% of total points
A-	=	90-92.99 of total points
B+	=	87-89.99 of total points
B	=	83-86.99 of total points
B-	=	80-82.99 of total points
C+	=	77-79.99 of total points
C	=	73-76.99 of total points
C-	=	70-72.99 of total points
D	=	63-69.99 of total points
F	=	<63 of total points

Course Policies and Expectations

Professor's Policies and Helpful Hints:

1. Come to class on a very consistent basis - always is a good idea! Read your text assignments in a timely manner. **Much** (please note the emphasis) of the material you will be tested on will come from class lectures and discussion.
2. No make-up exams will be given under normal circumstances. Make-up exams will only be allowed in the case of **excused emergency absences** with advance notification to the professor via e-mail.
3. All assignments must be typed with a minimum of spelling, punctuation, grammar, and typing errors. A student will be asked to revise and resubmit work with an unacceptable level of errors and/or have their grade penalized.
4. Failure to complete any course assignment, **regardless of weight of the assignment, will be grounds for a significant reduction in the grade** for the course including a failing grade.

5. The course schedule is tentative and may be changed with appropriate notice to the students by the professor. Please let me know should you have any difficulty understanding the course materials. You are encouraged to stop by my office during my office hours in order to clarify course related issues. Students are responsible for all the reading as listed on the course schedule.

Other Information: All changes will be announced in class. Students not attending class are responsible for obtaining this information. All assignments must be turned in on due date **AT THE BEGINNING OF CLASS.**

Withdrawal Policy

- A student may drop a course through the 14th calendar day of a semester or proportionately equivalent dates during summer sessions, intersession and other course terms. A “drop” will not appear on your transcript. The class simply “disappears.”
- After the 14th calendar day period, students may withdraw from a course through “*My Akron*” until the 49th calendar day of a semester or proportionately equivalent dates during summer session, intersession, and other course terms. If you withdraw, a “WD” will appear on your transcript. You should know that *a withdrawal may affect your financial aid, eligibility for on-campus employment and eligibility for insurance.* Speak with your advisor for details.
- A student who leaves a course without completing the coursework and without going through the withdrawal procedure *will be given an “F”* for the course.

Questions regarding your registration can be addressed by the [Office of the Registrar](#), 330-972-5400. [The official University Withdrawal Policy is located here.](#)

For undergraduate students only:

- You must consult your academic advisor:
 - before withdrawing from more than two courses before you have earned 32 credits; and
 - before withdrawing from more than two courses after you have earned 32 credits but before you have earned 64 credits. (This does not count withdrawals that occurred before you earned 32 credits.)
- You may not withdraw from more than four courses before you have earned 64 credits.
- You may not withdraw from the same course more than twice.
- Exceptions may be made for extraordinary non-academic reasons (e.g., medical treatment or convalescence, military service).

Incompletes

An Incomplete grade indicates that the student has completed passing work but that some part of the work is, for good and acceptable reason, not complete at the end of the term. Failure to make up the omitted work satisfactorily by the end of the following term, not including summer sessions, converts the “I” to an “F.” When the work is satisfactorily completed within the allotted time the “I” is converted to the grade that the student has earned. Permission to obtain an Incomplete is not common. Talk with your instructor and advisor about your specific situation.

Student Conduct and Community Standards

Academic Integrity

Integrity of scholarship is essential for the university community. The University community is governed by the policies and regulations contained with the Code of Student Conduct and enforced by the

Department of Student Conduct and Community Standards, Simmons Hall 302, (330) 972-6380. The University of Akron [Code of Student Conduct can be downloaded here](#).

It is each student's responsibility to know what constitutes student misconduct and academic dishonesty, and to seek clarification directly from the instructor if necessary. Examples of misconduct and dishonesty include, but are not limited to:

- Plagiarism (intentional or unintentional representation of ideas or works of another author or creator, in whole or in part, without properly citing the original source for those ideas or works).
- Use of unauthorized assistance in taking quizzes, tests, or examinations.
- Submitting substantially the same work to satisfy requirements for one course or academic requirement that has been submitted in satisfaction of requirements for another course, without permission of the faculty member
- Use of sources prohibited by the faculty member in writing papers, preparing reports, solving problems, or carrying out other assignments.
- Inappropriate acquisition and/or improper distribution of tests or other academic materials without the permission of the faculty member.
- Engaging in any behavior specifically prohibited by a faculty member in the course syllabus or during class discussion.
- Knowingly furnishing false or misleading information to university officials or faculty members.
- Engaging in or threatening physical abuse, verbal abuse, threats, intimidation, harassment, coercion, and/or other conduct which threatens the welfare or safety of any person.
- Disorderly or disruptive conduct.
- Behavior that the student knew or reasonably should have known would cause a disruption or obstruction of teaching or research.

Students that are suspected of having violated the Academic Misconduct provision in the Code of Student Conduct, action will be taken as outlined in the Code of Student Conduct. My standard policy is to fail from the course any student that engages in academic misconduct. Egregious episodes may result in my forwarding the student to the **University for More Severe Discipline**.

Classroom Behavior

Professional and considerate behavior during class is required. Specific items mentioned in the Code of Student Conduct include:

- Intimidating or threatening behavior
- Disorderly or disruptive behavior
- Disrupting or obstructing the functioning of the University
- Use of an electronic device to make an audio or video recording of someone without consent
- Failure to comply
- Engaging in or threatening physical abuse, verbal abuse, threats, intimidation, harassment, coercion, and/or other conduct which threatens the welfare or safety of any person
- Behavior that the student knew or reasonably should have known would cause a disruption or obstruction of teaching or research

Harassment

The University of Akron is committed to providing an environment free of all forms of discrimination, including sexual violence and sexual harassment. This includes instances of attempted and/or completed sexual assault, domestic and dating violence, gender-based stalking, and sexual harassment. Please know the majority of other University of Akron employees, including faculty members, are considered to be "responsible employees" under the law and are required to report sexual harassment and sexual violence. If you tell me about a situation, I will be required to report it to the Title IX Coordinator and possibly the police. You will still have options about how your case will be handled, including whether or not you

wish to pursue a law enforcement or complaint process. You have a range of options available and we want to ensure you have access to the resources you need. Additional information, resources, support and the University of Akron protocols for responding to sexual violence are available at uakron.edu/Title-IX.

Support

Technical Support

If you have computer or software questions or require technical assistance, please contact ZipSupport:

- By Phone: 330-972-6888
- By Email: support@uakron.edu.

[The ZipSupport Help Desk web site for computer-related issues can be found here.](#)

[Brightspace self-help guides can be found here.](#)

Academic Support

Research and Writing Support

The University of Akron provides free assistance to currently enrolled students at two main campus locations. Select the location name to access the website of each.

The UA Library

The UA library provides access to a significant number of online as well as traditional resources.

Assistance in finding articles and conducting research can be found here:

http://libguides.uakron.edu/business_management

[Bierce Writing Commons](#)

Bierce Library, Rm. 68. For Appointments Call: (330) 972-6548

Day and Evening Appointments Available

[Polsky Writing Lab](#)

303 Polsky Building. For Appointments Call: (330) 972-7046

Day and Evening Appointments Available

Additional Research and Writing Support

[Purdue Owl Online Writing Lab](#)

[Purdue Owl APA Style Guide](#)

[Purdue Owl – Using research](#)

Tutoring

eTutoring

The University of Akron also offers online tutoring, called eTutoring, which is provided through the Ohio eTutoring Collaborative. Students at The University of Akron have access to online tutoring in Writing, Accounting, Chemistry, Math (through Calculus II), and Statistics. The Online Writing Lab allows you to submit a draft of your paper to a tutor, ask for specific feedback, and receive your work back with a tutor's comments in approximately 24 to 48 hours. You may submit up to three drafts per paper. eChat will allow you to meet with a tutor in one-on-one tutoring sessions via a fully interactive, virtual online environment. Offline questions will allow you to leave a specific question for an eTutor, who will respond within 48 hours (but usually sooner). [Select this link to learn more about eTutoring services.](#)

Accessibility

Any student who has a disability that substantially limits learning in a higher education setting may contact [the Office of Accessibility](#) for information regarding eligibility for reasonable accommodations.

The office telephone number is (330) 972-7928 (Voice) or (330) 972-5764 (TDD). No special accommodations will be provided to students unless I have received information from that office.

Other Support

Confidential help is available. If you wish to speak to a professional, in confidence, please contact:

- Rape Crisis Center – www.rccmsc.org – 24 Hour Hotline: 877-906-RAPE Office Located in the Student Recreation and Wellness Center 246 and the office number is: 330-972-6328
- University Counseling and Testing Center – uakron.edu/counseling 330-972-7082
- University Health Services – uakron.edu/healthservices 330-972-7808

Tentative Schedule

WEEK	DATE	READINGS / ACTIVITIES
1	January 13 (M)	Course Introduction and Chapter 1 (Core concepts)
	January 15 (W)	Chapter 1 continues (Mission, Vision, Strategic Planning, Theory of the Firm)
2	January 20 (M)	NO CLASS, MLK Day
	January 22 (W)	Chapter 2 (Industry structure and competitive environment)
3	January 27 (M)	Chapter 3 (case discussion and examples) (Resources, Capabilities, Internal analysis) (Group cases assigned to the teams)
	January 29 (W)	Online materials for Chapter 3
4	Feb 3 (M)	Chapter 4 (Strategic Cost Advantage)
	Feb 5 (W)	Chapter 4 Online Materials
5	Feb 10 (M)	Exam Review Day (Recap)
	Feb 12 (W)	In class- Exam 1 (Chapters 1-4)
6	Feb 17 (M)	Chapter 5 (Strategic Differentiation) (Teams 1, 2 present Group Case)
	Feb 19 (W)	Chapter 6 (Corporate Strategy/Diversification) (Teams 3, 4 present group case)
7	Feb 24 (M)	Chapter 7, (Vertical Integration) (Teams 5, 6 Present group case) Written Reports are due for all teams
	Feb 26 (W)	Chapter 7, Online materials

8	March 2 (M)	Chapter 8 (Strategic Alliances)
	March 4 (W)	Chapters 8 Online Materials
9	March 9 (M)	Exam Review Day
	March 11 (W)	Exam 2 (Chapters 5, 6, 7, 8)
10	March 16 (M)	Chapter 9 International Strategies
	March 18 (W)	Chapter 9 Online Materials
11	March 30 (M)	Chapter 10 (Innovation)
	April 1 (W)	Meeting with groups for company analysis
12	April 6 (M)	Chapter 11 and 13 online materials (competitive interaction and Corporate Governance)
	April 8 (W)	Chapter 14 online materials (Corporate Social Responsibility)
13	April 13 (M)	In-depth company analysis presentation (T 5, T 6)
	April 15 (W)	In-depth company analysis presentation (T 3, T 4)
14	April 20 (M)	In-depth company analysis presentation (T 1, T 2)
	April 22 (W)	Company analysis presentation grades given back, feedback, discussion
15	April 27 (M)	Exam 3 Overview
	April 29 (W)	Exam 3 (Chapters 9, 10, 11, 13, 14) (Final Written Company Analysis Reports Due)

Note: The above schedule is intended to serve as a general outline and is subject to change. Topics are tentative and may need to be modified during the semester.