



Strategic Management
6500: 490 (3 credits)

Instructor Information		Class Information	
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Office: cba 334		Time: 3:15 to 4:30pm EST, Monday and Wednesday	
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Office Hours: Monday from 6:30 to 8:00pm Wednesday from 1:30 to 3:15pm Wednesday from 6:30 to 8:00pm			

Course Information

Description

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 Springboard.

Prerequisites

Admission to College of Bus Admin, 97 credits in which 15 credit hours, 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 Springboard.

Overview

The course is 100% face to face. However, it requires students to prepare and to work from home in order to complete the group projects. Working as a team to found the best strategy decisions to make is key.

Participating in the class will give students a competitive advantage during the exams as they relate to the class discussion.

This class is very practical as students are asked to make real-world strategic decisions. This class prepares students to their transition to the professional world.

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

Objectives

The course is designed to provide you with tools to help you make strategic decisions in a professional setting. The class gives a comprehensive understanding of the analysis, formulation and implementation processes used by companies when making strategic decisions.

The course objectives are:

- (1) To develop students' capacity to think strategically about a company, its business position, and how it can gain sustainable competitive advantage.
- (2) To build students' skills in conducting strategic analysis in a variety of industries and competitive situations, and especially to provide them with a strong understanding of the competitive challenges of a global market environment.
- (3) To give students hands-on experience in crafting business strategy, reasoning carefully about strategic options, using what-if analysis to evaluate action alternatives, and make strategic decisions.
- (4) To improve the students' ability to manage the organizational process by which strategies get formed and executed.
- (5) To integrate the knowledge gained in earlier core courses in the business course curriculum.
- (6) To develop students' powers of managerial judgment, help them learn how to assess business risks, and improve their ability to create results-oriented action plans.
- (7) To help students become more conscious of the importance of ethical principles, personal and organizational values, and socially responsible management practices.
- (8) To help students' develop their managerial communication skills (Verbal, non-verbal and written).
- (9) To help students work in teams

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
- (5) Case study analysis and discussion.

CBA Learning Goals:

- 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

Required Materials

Strategic Management: Concepts and Tools for Creating Real World Strategy, Preliminary Edition by Jeff Dyer, Paul Godfrey, Robert Jensen, and David Bryce, John Wiley & Sons, 2016.

The textbook includes cases which will be used during the class. Access to these case studies is required for the class.

Miscellaneous readings: Several additional readings may be provided in class

Additional Resources (if any)

Here is a list of websites that you may find helpful to access and understand financial ratio.

<http://finance.google.com/finance>

<http://finance.yahoo.com/>

<http://money.msn.com/>

The official website of the SEC: <http://sec.gov/edgar.shtml>

The Reuters' website with the symbol of the Ford Motor company as listed on the New York Stock Exchange (F.N).

<http://www.reuters.com/finance/stocks/ratios?symbol=F.N>

Reuters has conveniently already calculated all the ratios you will need to do the financial ratio analysis part of your case analysis.

Go to the website and substitute the thicker symbol for the selected case study company in place of F. However, you have to understand what the ratio means and how the financial condition of the firm in your case study relates to your team's choice of a long-term, corporate wide strategy.

You have to go beyond the calculation of the numbers and show a full understanding of what the ratio means. For both the formulas and the explanation of their meaning, refer to the textbook. You can also benefit from the following website:

<http://www.investopedia.com/university/ratios/#axzzliMS8XliW>. Then visit the financial ratio tutorial by Richard Loth.

Instructor Contact and Reply Policy (optional)

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

Concerning the emails, students can expect a 24 hour response to e-mails and message boards sent during a weekday, and a 48 hour response to e-mails and message boards sent during a weekend or over a holiday.

Concerning the assignments, students can expect their grades at the beginning of the following class. For example, if a exam has been taken during the Monday class, students will have their grade at the beginning of the Wednesday class.

Evaluation and Assessment

Grading

Students will be evaluated on the following:

Grade Component	Points
Comprehensive group case study project	100
Exam 1	100
Exam 2	50
Mini group case analysis	50
Exam 3	50
Class participation	50
TOTAL	400

Grade Component Description

Comprehensive Group Case Study Project:

The group project will be to investigate a major business company incorporating the following concepts.

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

The group project is divided into two parts:

A group presentation in class (50 points)

Groups will have approximately 25 minutes to make their presentations. Students need to dress appropriately for the group presentation as the presentation will be graded as a formal business presentation.

A written group paper (50 points).

The written group paper should not exceed 10 pages (double spaced) and should be turned on the day of the presentation. 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:

Exams will test materials discussed in class and from text assignments.

Exams must be taken on the date assigned.

There are 3 exams scheduled during the semester.

Mini group case analysis:

Students will have to present a case study (10 slides) in class.

Case Assignment (from the text book) **will be announced and assigned to each group in the class**

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. **PLEASE TURN the DISTRACTING ELECTRONIC DEVICES OFF BEFORE COMING TO CLASS.**

- **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.

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 END OF CLASS.**

Grading Scale

The final grade is determined by the number of points earned on the different evaluations. The total points earned will be divided by the total points possible for a final percentage. **The time to earn the grade is during the class!** There will NOT be any extra credit possibility. Only a 2 point boost will be allowed at the end of the semester (0.5%). The grading scale is as follows:

Grade	Percentage	Total Points
A	93-100%	372-400
A-	90-92%	360-371
B+	86-89%	344-359
B	83-85%	332-343
B-	80-82%	320-331
C+	76-79%	304-319

C	73-75%	292-303
C-	70-72%	280-291
D+	66-69%	264-279
D	63-65%	252-263
D-	60-62%	240-251
F	BELOW 60%	239 and less

Course Policies and Expectations

Attendance

Class attendance is strongly encouraged as it is part of the grade.

If the student informs me before the class, the class will not be considered unattended. However, the contact has to be prior to the class or with a justification (e.g. appointment at a doctor's office).

Students should be in class on time and not leave prior to the end of class time to prevent disruption.

If for any reason, a student expects an important phone call during the class, he or she is required to inform me prior to the beginning of the class. The student will be asked to put his or her cell on vibrate and be position near the exit. The student will be allowed to exit the class and reenter few minutes later without disturbing the class.

Students who are late by more than 10 minutes will be considered as absent. Students are required to inform me in advance by phone or email if they anticipate to be late.

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.

In addition, 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.

Participation

You are expected to participate in this course as follows:

- *You are responsible for participating in the class debates.*
- *You are responsible for completing and submitting all assignments to me or to the appropriate Springboard drop box before the due date. You are responsible for clearly labeling your papers so I can identify your submission. For example, use your first and last name in the filename along with the assignment number. You are also responsible for submitting files in a format that I am able to open such as .doc, .docx, .pdf, .ppt, pptx, or .txt. Note that the University provides a Google Apps account to all students, and you can use Google Apps to create files in these file types.*
- *You are responsible for maintaining copies of your work and verifying that your Dropbox submission has been received. You will receive an email confirmation when you submit assignments. You will be also able to track your submissions in Springboard.*
- *You are responsible for completing all quizzes and assignments before the due date.*
- *Technical challenges are not an acceptable excuse for missing deadlines. You must ensure that you have access to a working computer at all times. Please do not wait until the deadline to submit assignments. If you do experience any technical issues, please contact the I.T. Help Desk and ensure that the issue is tracked though the Footprints ticketing system.*

If you have any questions or concerns about any of the assignments or your performance, please contact me immediately. Do not wait until the assignment is due or your performance cannot be rectified.

Electronic Devices

During the class, all types of electronic devices are allowed at the condition that they do not disturbed the rest of the class. For example, cell phones can be used to look for information online and/or as calculators at specific moments of the class. However, cell phones cannot be used to contact other classmates or persons outside the classroom.

During class exams, students are not allowed to use any electronic devices.

During presentations, computers are the only electronic device allowed. However, if a group of students want to use another electronic device, a member of the group has to inform me in advance in order to obtain my approval.

Late Assignments

Concerning the exams, students are expected to take the exams the day planned by the syllabus.

Make-up exams are available only in exceptional circumstances and only for students with excused absences and will be considered only if notification of your absence was given prior to the test (when possible), and documentation of your absence is provided before or after the test.

If a student does not respect this rule, he or she will be awarded 0 point for the exam. However, if the student wants to take a make-up exam, he or she will be allowed with a 20% penalty on the grade.

Presentations are also expected to be made the day assigned by the professor. If the group does not want to or cannot present, they will be awarded 0 point for the presentation. As make-up presentations are very complicated to organize, only students with excused absences will be considered. Please remind that the notification of the absence has to be given prior to the presentation (when possible), and documentation of the absence has to be provided before or after the test.

Note: Having one member of a group absent during the presentation is NOT an excuse for not presenting the work. Students have to anticipate such possibility by having the material (powerpoint slides) with them and being able to present the work which was supposed to be presented by their classmate.

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. The University of Akron. You can find more information here: www.uakron.edu/studentconduct

It is each student's responsibility to know what constitutes student academic misconduct, and to seek clarification directly from the instructor if necessary. Examples of academic misconduct 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)
- The use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials.
- 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

If a faculty member suspects that a student has 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 plagiarism and/or dishonesty. In addition, I expect every students to participate in group project equally. If I suspect a lack of work from one member of a group, he or she will be awarded a different (lower) grade than the rest of the group.

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 the I.T. Help Desk:

- By Phone: 330-972-6888
- By Email: support@uakron.edu.
- The web site for Zip Support can be found here: <http://www.uakron.edu/helpdesk/>
- Springboard self-help can be found here:
http://www.uakron.edu/it/instructional_services/dds/springboard/springboard-student_resources.dot

Academic Support

The Writing Commons, Writing Lab, and Writing Center

The University of Akron provides free assistance to currently enrolled students. Writing help can be obtained in the Bierce Library Writing Commons.

- Information on the Writing Commons and eTutoring can be found here:
http://www.uakron.edu/it/instructional_services/dds/springboard/springboard-student_resources.dot

Additional Research and Writing Support

UA Library Business & Management Research Guide: http://libguides.uakron.edu/business_management
[Purdue Owl Online Writing Lab](#)
[Purdue Owl APA Style Guide](#)
[Purdue Owl – Using research](#)

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).

- Information on eTutoring can be found here:
<https://www.etutoring.org/login.cfm?institutionid=263&returnPage>

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). The office is located in Simmons Hall room 105. 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 Course Schedule

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

WEEK	DATE	READINGS / ACTIVITIES	TASK / READINGS / ASSIGNMENTS
1	Aug 29 (M)	Course Introduction + Chapter 1	1. Buy the textbook
	Aug 31 (W)	Chapter 1, continued (case discussion and examples)	1. Read Chapter 1 2. Read Strategy in Practice: Apple's Evolving Mission
2	Sept 5 (M)	Labor day (No class)	
	Sept 7 (W)	Chapter 2 (Team building for group projects)	1. Read Chapter 2
3	Sept 12 (M)	Chapter 2, continued (case discussion and examples)	1. Meet with your group and decide on a company for the group case study
	Sept 14 (W)	Chapter 3 (case discussion and examples)	1. Read Chapter 3 2. Read Strategy in Practice: Preserving Disney's Capabilities: don't mess with the mouse!
4	Sept 19 (M)	Chapter 4 (case discussion and examples)	1. Read Chapter 4 2. Read Strategy in Practice: The downside of size and scale in the Airline Industry
	Sept 21 (W)	Chapter 5 + Preparation for the Exam 1	1. Read Chapter 5 2. Read Strategy in Practice: How Starbucks built the resources to differentiate
5	Sept 26 (M)	Exam 1 (Chapter 1-5)	Multiple choice questions + open-ended questions on a mini case
	Sept 28 (W)	Correction of the exam 1 + Preparation of the Mini Group Case Presentation	
6	Oct 3 (M)	Mini Group Case Presentation	1. Present your answers on a case from the book
	Oct 5 (W)	Mini Group Case Presentation	1. Present your answers on a case from the book
7	Oct10 (M)	Chapter 6 (+ mini group case presentation if necessary)	1. Read Chapter 6 2. Read Strategy in Practice: The challenges of a conglomerate: ITT industries
	Oct 12 (W)	Chapter 6, continued (discussion)	
8	Oct 17 (M)	Chapter 7 (case discussion + examples)	1. Read Chapter 7 2. Read Strategy in Practice: A classic "make vs buy" mistake
	Oct 19 (W)	Chapter 8 (case discussion + examples)	1. Read Chapter 8 2. Read Strategy in Practice: Walt Disney and Oriental Land: Why Ally?
9	Oct 24 (M)	Chapter 8, continued	
	Oct 26 (W)	Chapter 9	1. Read Chapter 9
10	Oct 31 (M)	Exam 2 (Chapters 6, 7, 8 and 9)	

	Nov 2 (W)	Exam correction + Chapter 10	1. Read Chapter 10
11	Nov 7 (M)	Chapter 11 (case discussion and examples)	1. Read Chapter 11 2. Read Strategy in Practice: A real-world strategy group map
	Nov 9 (W)	Chapter 12	1. Read Chapter 12 2. Read Strategy in Practice: Work gloves create change
12	Nov 14 (M)	Chapter 13	1. Read Chapter 13 2. Read Strategy in Practice: Google, censorship, and Google.cn
	Nov 16 (W)	Chapter 14	1. Read Chapter 13 2. Read Strategy in Practice: Google, censorship, and Google.cn
13	Nov 21 (M)	Work on group presentations	1. Come prepare with your group presentation material
	Nov 23 (W)	Exam preparation	
14	Nov 28 (M)	Exam 3 (Chapters 10, 11, 12, 13 and 14)	
	Nov 30 (W)	Exam correction + Preparation of the group presentations	1. Come prepare with your group presentation work up to this date.
15	Dec 5 (M)	Group Presentation (Group project reports due)	1. Group project reports are due on this date 2. Present your group
	Dec 7 (W)	Group Presentations	
16	Final exam week	Reserve date for last group presentations	

* The instructor reserves the right to change the content and ordering of material covered as outlined in the course schedule above.

Note: September 12 is the last day to drop the class without 'WD' appearing on the transcript. For more details refer to [<http://www.uakron.edu/ssc/withdrawal-policy.dot>]