



## The University of Akron College of Business

### 6500:490-501 Strategic Management

**Instructor:** *Dr. Joseph Fox*

**Year/Term:** Fall 2021

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**Office Hours:** Thursday 5:15 – 6:15 pm (EST) via Teams. Better yet, please feel free to email me, or schedule a time to talk that is convenient for you.

## Course Information

### Description

Capstone course. Integrates the core business disciplines (accounting, economics, finance, management, and 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.

### Prerequisites

Prerequisites: Admission to College of Bus, 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.

### Course Overview

This course is designed to provide an overview of the issues related to strategic management in modern corporations. This course will meet 100 % online. You will have numerous opportunities to participate in class discussions; however, all assignments will be submitted online via Brightspace. You may also be required to participate in online discussion forums. It is very important for you to log into Brightspace regularly 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.

### Course Objectives

At the end of this course, successful students will be able to:

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.

### Required Text and Materials

The required textbook for this course is:

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

### Instructor Contact and Reply Policy

**My preferred method of communication is via email. Please expect a 24 hour response time for a weekday and 48 hours for a weekend or a holiday. Graded assignments will be given back to you within a week.**

## Learning in the Online Environment

### Online Learning Commitment Expectations

This is an online course. Online learning is different from face-to-face classes. The biggest difference is that you will be responsible for your own self-management and organization. This requires discipline and attention to detail. Please note that this is a **highly interactive online class**. If you are looking for a class in which you can complete all the material by yourself at your own pace, this is **not** the class for you. Due to the nature of the material, you will be working closely with others in the class and will need to maintain the weekly pace structure of the course. The role of your instructor in an online course is to make the information for

learning available to you and your role is to follow through with the structures put in place to help you learn. You must read all directions, follow all calendars, and ask questions when you are unsure of what to do. You need to log into the course and check your university e-mail on a regular basis—daily is best—to ensure that you have the most up-to-date information. Specific directions for assignments will be posted in Brightspace. If you are new to Brightspace, you can [get started by watching the tutorials here](#). Rubrics and/or specific grading criteria will also be posted in Brightspace. You need to locate and understand all instructions, follow through on all assignments, and stay on track with due dates. You are also responsible for the technical requirements necessary for this course. This means that if you have computer or connectivity problems you are not guaranteed an extension; you must have backup systems available at all times. The University Library is always available to you, and technical support is only a phone call away. If you have technical questions or require technical assistance, please contact [ZipSupport](#) at: 330.972.6888 or [supportdesk@uakron.edu](mailto:supportdesk@uakron.edu). [Brightspace self-help guides can be found here](#).

### Online Learning Format

The format for class each week will be the same. The work week for each module will always begin and end on a Monday, 12.00 a.m.

#### As a participant in this online class you are expected to:

- Use proper [Netiquette](#) during all course related communications.
- **Request assistance** when you are unsure of directions, when you don't understand the content, or when you are uncertain about any other element of the course.
- Share professional experiences (while maintaining confidentiality as appropriate) so others can also learn from your experiences.
- Approach all activities in a thoughtful manner so that you can get at the intent of the activities and learn how to best apply the concepts to your own work.

### Etiquette

Online etiquette, sometimes called Netiquette, takes special attention because it lacks the visual cues that we rely on to give meaning to communication.

1. **Avoid language that may come across as strong or offensive.** Language can be easily misinterpreted in written communication. If a point must be stressed, review the statement to make sure that no one would be offended; then post the statement. Humor and sarcasm may easily be misinterpreted, so try to be as matter-of-fact and professional as possible.
2. **Keep writing to a point and stay on topic.** Online courses require a lot of reading. When writing, keep sentences focused and brief so that readers do not get lost in wordy paragraphs and miss the point of the statement. Also, do not introduce new topics; it may just confuse the readers.
3. **Read first, write later.** It is important to read all posts or comments before personally commenting to prevent repeating commentary or asking questions that have already been answered.

4. **Review, review, then send.** There's no taking back a comment that has already been sent, so it is important to double-check all writing to make sure that it clearly conveys the exact intended message.
5. **An online classroom is still a classroom.** Though the courses may be online, appropriate classroom behavior is still mandatory. Respect for fellow classmates and the instructor is as important as ever.
6. **The language of the Internet.** Do not write using all capital letters, because it will appear as shouting. Also, the use of emoticons can be helpful to convey nonverbal feelings (example: :- ) or :-( ), but avoid overusing them.
7. **Consider the privacy of others.** Ask permission prior to giving out a classmate's email address or other information.
8. **If possible, keep attachments small.** If it is necessary to send pictures, change the size to an acceptable 100k.
9. **No inappropriate material.** Do not forward virus warnings, chain letters, jokes, etc. to classmates or instructors. The sharing of pornographic or insensitive material is forbidden.

### Required Technologies and Technology Skills

You must have access to a computer capable of handling Brightspace (including uploading papers, streaming listening excerpts, and taking quizzes). Papers may be submitted in any of the following formats: Microsoft Word, Pages, PDF, Plain Text, or OpenDocument Format.

To succeed in this course, you should be able to:

1. Use a mouse, including scrolling, left-clicking and right-clicking, or use a keyboard to accomplish the same tasks.
2. Type information for coursework.
3. Create documents, spreadsheets, and presentations.
4. Open, minimize, and close computer applications.
5. Participate in online bulletin/discussion boards.
6. Participate in online chat rooms.
7. Identify common file formats such as .doc or .docx, .pdf, and .txt.
8. Use appropriate plug-ins when required.
9. Print pages from a browser.

### Recommendations for Online Class Success

Here are recommendations for success in this online course:

- Review the *tentative course calendar* on the syllabus below. If the calendar needs to be changed for any reason during the course, written notice will be provided.
- Plan your schedule so that you can meet course participation requirements and manage your time so that you can complete your assignments on or before the date they are due.

- Review all course content posted to the Content tab in Brightspace unless that content is clearly labeled as optional.
- Login to this course at least 3 times per week throughout the week to check for new content and new discussion posts. Additional access may be required in order to meet course due dates and to complete all required learning activities.
- Read all News items posted on the course home page to stay up-to-date on course announcements.
- Read all posts to the course discussion in Brightspace. You are responsible for all information posted to the course discussions.
- Complete and submit all assignments to the course drop box before the due date. You are responsible for clearly labeling your papers so I can identify your submission.
- Maintain copies of your work and verify 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 Brightspace.

## Expectations

I have several expectations for students taking this course. First, I expect you to exhibit an interest in the topic material and demonstrate this interest by consistent participation and regular introspection and application to your own experience. Second, I expect you to keep up on the course reading and to be prepared to discuss it. Third, I fully expect a high level of courtesy and professionalism in the online course. Finally, I have an expectation that upon completion of this course you will have a much greater understanding of and appreciation for, the complexities of organizational strategy. I hope you will try to relate this material to your own work situation, either now and/or in the future. This course is for your benefit and development, and you will get the most out of the course (and ultimately be most successful) by making it relevant to your own life situation.

## General Notes

Finally, I want you to keep in mind that your larger mission here is to learn so that five years (and later) from now, you are as effective and successful as possible. Your ability to apply and retain this information in a meaningful way will help enhance your later success. While I adhere strictly to my grading policies above, I am also available to help you with any difficulties or questions you have during the semester. Contact me when you have questions about the course (or related) material.

## Evaluation and Assessment

This course requires a great deal of student involvement. The material relies heavily on discussion learning. This process allows the cumulative insights of your classmates to contribute to the evolution of the learning that takes place. Each module will include intense discussion of the topics and issues at hand that will require you to be well prepared. Thus, the entire class learning experience relies on each of you taking responsibility for contributing to the discussion.

## Grading Scale

A (372 - 400 points)	93 - 100%
A- (360 - 371)	90 - 92.99%
B+ (348 - 359)	87 - 89.99%
B (332 - 347)	83 - 86.99%
B- (320 - 331)	80 - 82.99%
C+ (308 - 319)	77 - 79.99%
C (292 - 307)	73 - 76.99%
C- (280 - 291)	70 - 72.99%
D+ (268 - 279)	67 - 69.99%
D (252 - 267)	63 - 66.99%
D- (240 - 251)	60 - 62.99%
F ( $\leq 239$ )	< 60%

## Breakdown of Final Grade

Category	Description	Points	Online Location
Individual assessment	Exam 1 (Modules 1-4; Chapters 1-4)	50	Content/Quizzes
Individual assessment	Exam 2 (Modules 5-8; Chapters 5-8)	50	Content/Quizzes
Group Company Project	In-depth Company Analysis	100	Dropbox
Group Case	Case Analysis	100	Content
Individual Assessment	Exam 3 (Modules 9-12; Chapters 9, 10, 11, 13, 14)	100	Content/ Quizzes
	<b>TOTAL</b>	<b>400</b>	

## Course Assignments: Projects

### **Group Case (100 points, evaluated by Professor):**

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) using audio recorded 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 so I can see it. 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. The structure of the case will be provided by the professor.

## **In-depth Company Analysis (Group Project) (100 points)**

The group project will be to investigate a major business company incorporating the following 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 formal audio or video (based on your preference) presentation **(50 points)**. Presentations should not exceed 30 minutes in length.

**A written group paper not to exceed 10 pages (double-spaced, excluding the reference section) should be turned in to the relevant assignment folder (50 points).** Students are expected to incorporate **strategic management concepts** (mentioned above) in a logical, coherent, and clear fashion. Please note that to ensure that your team is on track for the completion of this project, I have included four brief milestones that need to be submitted (see the course calendar). These milestones are NOT GRADED. They are there to make sure that your teams' thoughts on the project are on the right track. You will receive feedback from me on the milestones ONLY when I think the content needs to be altered.

**As all group members receive the same grade in group projects, peer evaluation will be conducted at an appropriate time to ensure proper student participation. Each group member is expected to contribute toward group assignments. If a student is found to have not contributed enough toward a group assignment (s), that student may get a lower grade including a failing grade.**

**Each group has to inform the professor the choice of his/her group's company for the in-depth company analysis project, through email by the end of the 3rd week of the semester. Clearly mention your group # and course name in the subject line of the email (for easy identification). For example, *Team 1, Strategic Management Online Class*.**

## **Course Assignments: Individual Assessments**

### **Exam 1 (50 points)**

Exam 1 will cover the material from modules 1-4 (Chapters 1-4). The questions will include the material from the text, assigned readings as well as issues highlighted during class discussions. The exam will be designed to reinforce the main ideas of the course and ensure proper understanding of course content. The online exam will have a specific starting and ending date. Once you begin, you will have a time limit in which you need to complete the exam.

### **Exam 2 (50 points)**

Exam 2 will cover the material from modules 5-8 (Chapters 5, 6, 7, 8). The questions will include the material from the text, assigned readings as well as issues highlighted during class discussions. The exam will be designed to reinforce the main ideas of the course and ensure proper understanding of course content. The online exam will have a specific starting and ending date. Once you begin, you will have a time limit in which you need to complete the exam.



**Exam 3 (100 points)**

Exam 3 will cover the contents of modules 9-12 (Chapters 9, 10, 11, 13, 14). The questions will include the material from the text, assigned videos, assigned readings as well as issues highlighted during class discussions. The exam will be designed to reinforce the main ideas of the course and ensure proper understanding of course content. The online exam will have a specific starting and ending date. Once you begin, you will have a time limit in which you need to complete the exam.

**Respondus Monitor**

You must download Respondus Monitor before taking an online assessment/exam. [Select this link for more information on Respondus Monitor](#), including directions on how to download and install it on the computer you will be using.

## Course Policies

### Participation

As a college student, you most likely have multiple roles and commitments to juggle. In addition to being a student, you may be an employee, a parent, a community leader, or a caregiver to a family member. If you are a full-time student, you are working to learn a wide variety of new skills and to meet the expectations for multiple courses. Online courses make it possible to manage your learning around these other roles, but you must carefully plan your education to make this work.

You are expected to participate in this course as follows:

- You must review all course content posted to the Content tab in Brightspace unless that content is clearly labeled as optional.
- You must login to this course at least 3 times per week throughout the week to check for new content and new discussion posts. Additional access may be required in order to meet course due dates and to complete all required learning activities.
- You must read all News items posted on the course home page.
- You must read all posts to the course discussion in Brightspace. You are responsible for all information posted to the course discussions.
- You are responsible for completing and submitting all assignments to the course 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 Brightspace.
- You are responsible for completing all quizzes and exams 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 ZipSupport and ensure that the issue is tracked through 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.

### **Attendance Policy**

Logging into an online class without active participation is NOT considered attendance in an online course. Responsible attendance means that you will plan your schedule so that you can meet course participation requirements and manage your time so that you can complete your assignments on or before the date they are due. The tentative course calendar will be posted in Brightspace. If the calendar needs to be changed for any reason during the course, written notice will be provided. Examples of active participation might include submitting an assignment, participating in a student-student class discussion, or interaction with faculty by phone, email or in person. For reporting purposes, your attendance will be recorded as the last time you actively participated.

### **Grading**

Any issues concerning grading (e.g., exam scoring) need to be called to my attention via email within one week of receipt of the grading. Grades assigned at the end of the semester are **not** negotiable.

## **University Resources and Student Services**

Student services staff members are consistently on hand to guide, advise, and assist you. A comprehensive website with detailed contact information is available from the “Student Services” tab in your online course. We encourage you to make yourself aware of all student services, especially those listed below.

### **Accessibility**

In pursuant to University policy #33-59-20-01 subsection C, The University of Akron recognizes its responsibility for creating an institutional atmosphere in which students with disabilities have the opportunity to be successful. Any student who feels he/she may need an accommodation based on the impact of a disability should contact the [Office of Accessibility](#) at 330-972-7928 (v), 330-972-5764 (tdd) or [access@uakron.edu](mailto:access@uakron.edu). The office is located in Simmons Hall Room 105.

### **Technical Support**

If you have technical questions or require technical assistance, we encourage you to review the variety of methods for obtaining support. You can contact ZipSupport directly at 330-972-6888 or [support@uakron.edu](mailto:support@uakron.edu).

## Academic Support

The University of Akron provides both on ground and online help with writing and other content areas. More information is available on the Student Services tab in Brightspace.

### Onsite Tutoring in Writing: The Writing Commons, Writing Lab, and Writing Center

The University of Akron provides free tutoring in writing to currently enrolled students at [two main campus locations](#) as well as [Wayne College](#).

### Onsite Tutoring in Other Content Areas

The University of Akron provides free tutoring in many subject areas [on main campus](#) and [at Wayne College](#).

### 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](#).

## Department of Student Conduct and Community Standards

Students at The University of Akron are an essential part of the academic community, and enjoy substantial freedom within the framework of the educational objectives of the institution. The freedom necessary for learning in a community so rich in diversity, and achieving success toward educational objectives, requires high standards of academic integrity. The [Code of Student Conduct](#) applies to all undergraduate and graduate students at The University of Akron.

## Sexual Harassment Statement

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. If you (or someone you know) has experienced or experiences sexual violence or sexual harassment, know that you are not alone. Help is available, regardless of when the violence or harassment occurred, and even if the person who did this is not a student, faculty or staff member.

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

- Rape Crisis Center – [www.rccmsc.org](http://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](http://uakron.edu/counseling) 330-972-7082
- University Health Services – [uakron.edu/healthservices](http://uakron.edu/healthservices) 330-972-7808

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](http://uakron.edu/Title-IX).

### **University Libraries: Academic Integrity**

It is each student's responsibility to know what constitutes academic dishonesty and to seek clarification directly from the instructor if necessary. The University of Akron, University Libraries web site is an excellent source to help you, the student, understand plagiarism and how to avoid it. [Select this link to learn more about how to avoid plagiarism.](#)

Examples of academic dishonesty include, but are not limited to:

- Submission of an assignment as the student's original work that is entirely or partly the work of another person.
- Failure to appropriately cite references from published or unpublished works or print/non-print materials.
- Unauthorized copying of an assignment in computer programming, or the unauthorized examination or view of the computer, specifically during examinations.
- Possession and/or unauthorized use of tests, notes, books, calculators or formulas stored in calculators not authorized by the instructor during an examination.
- Providing and/or receiving information from another student other than the instructor, by any verbal or written means.
- Observing or assisting another student's work, when not part of a group activity.
- Violation of the procedures prescribed by the professor to protect the integrity of the examination.
- Cooperation with a person involved in academic misconduct.
- Submitting the same assignment in two different classes.

*If a faculty member suspects that a student has violated the Academic Misconduct provision in the Code of Student Conduct, the faculty member will follow the procedure outlined in Section J of the Code of Student Conduct. More information is available at the website of the Department of Student Conduct and Community Standards.*

## University Registration Policies

### Withdrawal Policy

A student may drop a course through the 14th calendar day of a semester or proportionately equivalent dates during other sessions: a "drop" will not appear on your transcript, as the class simply "disappears." After the 14th calendar day period, students may withdraw from a course through MyAkron until the 49th calendar day of a semester or proportionately equivalent dates during other sessions: a "WD" will appear on your transcript. *A withdrawal may affect your financial aid, eligibility for on-campus employment and eligibility for insurance, so speak with your advisor for details.* Questions regarding registration can be addressed by the [Office of the Registrar](#), 330-972-5400. [Read more about the official University Withdrawal Policy.](#)

### Incompletes

Incompletes indicate 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.

### COVID-19 Statement

The COVID-19 pandemic is still present and serious. Current guidelines can be found at: <https://www.uakron.edu/return-to-campus/>.

## Tentative Course Calendar\*

Week	Week starts on	Topics/Readings	Activities/ Deliverables and due dates
1	Aug 23	Chapter 1 (Module 1)	<ul style="list-style-type: none"> <li>Review syllabus &amp; course introduction provided in the course content section.</li> <li>Introduce yourself on FlipGrid</li> <li>Read Chapter 1</li> <li>Review the lecture</li> </ul>
2	Aug 30	Chapter 2 (Module 2) <b>Watch video on Industry analysis</b>	<ul style="list-style-type: none"> <li>Read Chapter 2</li> <li>Review the lecture</li> <li>Teams are assigned group cases from the textbook</li> </ul>
3	Sept 6	Chapter 3 (Module 3)	<ul style="list-style-type: none"> <li>Labor Day (Sept. 6)</li> <li>Read Chapter 3</li> <li>Review lecture</li> <li><b>Please pick the company for your final company analysis project and contact the instructor by the end of the week.</b></li> </ul>
4	Sept 13	Chapter 4 (Module 4)	<ul style="list-style-type: none"> <li>Read Chapter 4</li> <li>Review lecture</li> <li><b>Milestone # 1: All groups should upload a brief outline of in-depth company analysis's company background section by the end of this week.</b></li> </ul>
5	Sept 20	<b>Exam 1 (Chapters 1-4)</b>	<b>Take Exam 1</b> (Available from Sept 20-24, 2021)
6	Sept 27	<b>Group Case Presentations</b>	Audio slides need to be uploaded on the designated dropbox by the end of <b>September 27, 2021</b> <b>Group Case Written Report due for all teams (Oct 4, 2021, 11:59 pm)</b>
7	Oct 4	Chapter 5 & 6 (Module 5 & 6) <b>Watch Video on Organizational Culture</b>	<ul style="list-style-type: none"> <li>Read Chapters 5 &amp; 6</li> <li>Review the lectures</li> </ul>
8	Oct 11	<b>Watch Video on Strategic alliances</b> Chapter 7 & 8 (Module 7-8)	<b>Milestone # 2: All groups should upload a brief outline of in-depth company analysis's industry analysis section by end of this week.</b> <ul style="list-style-type: none"> <li>Read Chapters 7 &amp; 8</li> <li>Review the lectures</li> </ul>

9	Oct 18	<b>Exam 2 (Chapters 5-8)</b>	<b>Take Exam 2 (Exam will be available online from October 18 - 22, 2021).</b>
10	Oct 25	Chapter 9 (Module 9)	Read chapter 9 and review the lecture
11	Nov 1	Chapter 10 (Module 10) <b>Watch Video on Innovation</b>	<ul style="list-style-type: none"> <li>• Read Chapter 10</li> <li>• Review the lecture</li> <li>• <b>Milestone # 3: All groups should upload a brief update on in-depth company analysis's SWOT analysis section by end of this week.</b></li> </ul>
12	Nov 8	Chapter 11 (Module 11)	<ul style="list-style-type: none"> <li>• Veterans Day (Nov. 11)</li> <li>• Read Chapter 11</li> <li>• Review the lecture</li> <li>• <b>Milestone # 4: All groups should upload in-depth company analysis's a) current international strategic activities and b) thoughts on recommendations by end of this week.</b></li> </ul>
13	Nov 15	Chapter 13 & 14 (Module 12)	<ul style="list-style-type: none"> <li>• Read Chapters 13 &amp; 14</li> <li>• Review the audio lectures</li> </ul>
14	Nov 22	<b>Group Presentations: In-depth Company Analysis</b>	<b>Group Presentations due 11/25 at 12:00 PM / Have a nice Thanksgiving!</b>
15	Nov 29	Entrepreneurial Strategy	Review the talk on entrepreneurial strategy & study for Exam 3
16	Dec 6	Exam 3 ( 9, 10, 11, 13, 14)	<ul style="list-style-type: none"> <li>• <b>Final report of the in-depth company analysis due on Dec 6, 2021, 11:59 pm</b></li> <li>• <b>Take Exam 3 (Exam 3 opens Dec. 6<sup>th</sup>)</b></li> </ul>

\*(This is tentative and may change slightly)