



Strategic Management MGMT: 490: 002 (3 credits)

Instructor Information		Class Information	
Professor:	Scott C. Bible, BS, MA, SHRM-SCP	Location:	CoB 139
Email:	scb3@uakron.edu	Time:	T Th 2p-3:15p
Office:	College of Business (CoB) Room 369		
Phone:	(330) 972-6300		
Office Hours:	TTh 12p-2p, or virtual through MS Teams		

Course Information

Course Description

This is a capstone course. Strategic management integrates the core business disciplines (accounting, economics, finance, management, and marketing) using case analyses. Objective strategy formulation from an administrative viewpoint with international dimensions. Emphasis on oral and written communications.

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.

Overview

Strategic Management is the study of how a firm establishes and sustains a competitive advantage in its market(s). Academically, the discipline is a crafted blend of case studies, field research and quantitative studies and employs the conceptual frameworks of Michael Porter and other researchers. This approach incorporates perspectives from all business functions. Because it focuses on both the firm's internal managerial decision-making processes and its external environment, it is conceptual and integrative in nature, and requires a very broad perspective of how firms function along with an understanding of applied microeconomic principles.

This is a hybrid course (in-person and online). The role of your instructor 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](#). 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 [I.T. Helpdesk](mailto:I.T.Helpdesk@uakron.edu) at: 330.972.6888 or supportdesk@uakron.edu. Brightspace self-help guides can be found [here](#).

Student Course Level Learning Objectives

Upon successful completion of the course, the student will be able to demonstrate course-specific knowledge and skills in the following areas:

1. Identify and describe major terms and definitions in the field of strategic management
2. Demonstrate capacity to think strategically about a company, its business position, and how it can gain sustainable competitive advantage.
3. Conduct strategic analysis in a variety of industries and competitive situations and gain a stronger understanding of the competitive challenges in a global market environment.
4. Gain 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. Identify the major international strategic options and the dynamics of a company's global environment.
6. Integrate the knowledge gained in earlier core courses in the business school curriculum.
7. Heighten awareness of the importance of ethical principles, organizational culture and organizational values, and socially responsible management practices.
8. Practice and improve professional, managerial communication (verbal, written) skills.
9. Accomplish team project goals via skill practice in areas of building trust, dealing with conflict, achieving buy-in, holding teammates accountable and achieving desired results.

College of Business Core Learning Goals

Management Principles is part of your CoB Core Curriculum. As such, it supports the following CoB Core 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

Career Readiness Competencies

Career readiness is the attainment and demonstration of requisite competencies that broadly prepare college graduates for a successful transition into the workplace. As such, the CoB programming and events are available to students that support our identified career readiness competencies:

1. Critical Thinking / Problem Solving
2. Oral / Written Communications
3. Teamwork / Collaboration
4. Digital Technology
5. Leadership
6. Professionalism / Work Ethic
7. Career Management
8. Global / Intercultural Fluency

Required Materials

Strategic Management: Concepts and Cases, 4th/2022, Dyer, Godfrey, Jensen, Bryce
ISBN 9781119763536, WILEY*

**Can be purchased through Wiley: First Day as an eBook in Brightspace Course or UA Bookstore.*

Additional Resources

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

- <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 ticker symbol for the selected case study company in place of F. However, you must 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 must 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

You may contact me via email. During the week you can expect a reply within 24 hours. Over the weekend, you can expect a reply within 48 hours. Assignments will typically be graded within 5-7 days. I work a typical businesspersons' hours. Usually from 7am to 5pm. I do not work nights or weekends and will not reply to emails or calls after hours (unless scheduled through MS Teams). Most situations are not emergencies and can wait until the next business day. The only exceptions are when there are technical issues with Brightspace or a setting in Brightspace that is preventing a student from completing a task (such as content that is unavailable but should be or an exam/quiz that is not unlocked during its' window for completion).

In Class and Online Etiquette

It is essential that we always remain professional in verbal and written communication. Online etiquette, sometimes called *Netiquette*, takes special attention because it lacks the visual cues that we rely on to give meaning to communication. Keep some commonsense tips in mind when communicating verbally or in writing – online or in class:

1. Avoid language that may come across as strong or offensive.
2. Take a minute to reflect before responding – especially in potentially high stakes situations. Review, review, and then send.
3. Certain aspects of internet communication can help us be more efficient. However, this is a professional setting so do not write in all capital letters, avoid overuse of emoticons, and always put your name/class/section on correspondence to your instructor.
4. Consider the privacy of others. Ask permission prior to giving out a classmate's email address or other information.

Evaluation and Assessment

Grading

As you can see, there are various forms of assessment in this class that show your ability to apply the class concepts. Below is the breakdown of assessments for this course:

Grade Component	Points	Percent of Grade
3 Exercises @ 25 pts ea.	75	15%
CSR Discussion Forum	25	5%
Group Paper Rough Draft	25	5%
Group Project Paper	50	10%
Group Project Presentation	50	10%
Exam 1	75	15%
Exam 2	100	20%
Exam 3	100	20%
TOTAL	500	100%

Grading Scale:

A	93-100%	465-500 points
A-	90-92.9%	450-464 points
B+	87-89.9%	435-449 points
B	83-86.99%	415-434 points
B-	80-82.9%	400-414 points
C+	77-79.9%	385-399 points
C	73-76.9%	365-384 points
C-	70-72.9%	350-364 points
D+	67-69.9%	335-349 points
D	63-66.9%	315-334 points
D-	60-62.9%	300-314 points
F	below 60%	less than 300 points

IMPORTANT NOTE REGARDING GRADES: Please take responsibility to monitor grades in Brightspace throughout the semester and plan accordingly. Reading the feedback that is written for most assignments will guide you in ways to perform better on future assignments. There are times that I leave feedback and provide an opportunity to earn more points.

Requests at the end of the semester to “give you” extra points to get you to the next highest letter grade will not be entertained. Your percentage grade will not be “rounded up”. Your grade is based on the number of points you earn – points are then translated into a percentage/letter grade. Please make it a point to earn as many points as possible during the semester by submitting quality work on time. If you have questions regarding specific assignments and grades, please contact your instructor as soon as possible.

Grade Component Description

Exams – Multiple-choice exams **using only your mind** as a resource to guide your responses. A study guide will be provided before the exam. Sources for exam questions include textbook chapters and book articles, other assigned articles, discussions, recorded lectures, power points. Exams in this class will be proctored virtually and are **closed note, closed book**. You must download Respondus Monitor before taking an online assessment. [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. **Picture ID Requirement:** *During examinations, students will be asked to display their University of Akron picture IDs by showing them on their webcam and/or presenting them at the testing center.*

Individual Exercises & Discussion Forum- There are three assignments due at various times during the semester. These assignments take a variety of formats. You may be asked to reflect on questions, apply course concepts, and relate current events or your own experience to course concepts, formulate an opinion, conduct an interview, argue a position and/or make a recommendation. Instructions are posted in the relevant module on Brightspace. Exercises are worth 25 points. Exercises are to be submitted to Brightspace by due date/time. Be aware that anything submitted after the due date/time is considered late – whether it's 1 minute or 2 days later.

- a. Submissions are to be in a professional format according to posted requirements. Assignments that are not professionally presented may not be graded.
- b. Type and double space.
- c. Instructor feedback is intended to help you reflect on the quality of your work, consider ways to expand your learning, demonstrate continuous improvement and be sure you are on the right track with application of your learning objectives.

The exercises will be evaluated in the following ways:

1. *Thoroughness.* This is where your point of view, ideas and recommendations come into play. The writing is thorough enough to provide a good understanding of what you are trying to get across. The questions were answered in their entirety, citing appropriate sources and content. I want to see your ideas, but they need to be supported by research, the posted readings, and the text. **You will lose points if the post is lacking ideas and reasoning that is not explained.**
2. *Application of Research.* This is where you can showcase your knowledge of the theories and business concepts from the course. The best way to provide support and credibility for your ideas and arguments is to use the business language from your college program to link your ideas to the concepts. **You will lose points if you do not clearly show how the readings can be used to move your ideas forward or provide a different point of view.**
3. *Understanding of the material.* This is where you can make it obvious to the instructor that you have read all the posted materials thoroughly for each exercise as well as the assigned readings from the book. **You will lose points for a lack of detail in your writing or if there is no real substantive value (like writing in a circular fashion with no point or reading the bold headings in the posted documents and only referring to that poorly).**

Group Project: Company Analysis: {See Brightspace for details}: For this project, student groups will investigate a major business / public company incorporating the following concepts:

- a. Brief background of the company
- b. Industry analysis based on Porter's five forces model
- c. SWOT analysis of that company that includes a financial performance analysis
- d. Current major international activities (strategic view)
- e. Strategic recommendations

Part 1: Perform a high-level analysis of the company and create a **rough draft** of the paper that is to be between 6-10 typed, double-spaced pages (cover and reference page). Students are expected to incorporate strategic management concepts (mentioned above) in a logical, coherent, and clear fashion. This draft will be the basis of the conversation for the team meetings that are scheduled in the syllabus.

Part 2: The final written group paper should not exceed 10 pages (double spaced) and should be directly related to the presentation. The feedback given from the rough draft must be addressed in the final paper or you will receive a grade of zero.

Part 3: Groups will have approximately 20 minutes to give their presentations.

Recommended Writing Reference

All college students should have a personal writing reference. The CoB recommends this one: *Lunsford, A. (2010). Easy Writer. (4th ed) Bedford/St. Martin's*. There are also online resources for writing such as Purdue University's OWL (Online writing lab) that you may want to reference in this class: <https://owl.purdue.edu/>. You may also use the UA Writing Lab as a resource. Professional writing is important and expected in this class. You will be held accountable for professional writing.

General thoughts about your assignments:

1. Be sure that you receive confirmation that your submissions have uploaded. If there is nothing in Brightspace by the final due date (including the week extension), you will receive a zero in the Brightspace gradebook. It is up to you to make sure that your submissions are properly uploaded and in proper document format (see note later in syllabus about formats).
2. Here is the recommended path to success in this course:
 - a. Read the chapters for the week (and other assigned readings)
 - b. Listen to your instructor's lecture and PowerPoint – take your own notes
 - c. Meet with your team
 - d. Log into Brightspace regularly
 - e. Complete Individual and Team assignments in a quality and timely manner; pay attention to the assignment requirements
 - f. Manage your due dates
 - g. Complete your assignments with time to spare in case something gets in the way
 - h. Use Exam Study guides to prepare for exams.

Class Policies and Expectations

Participation

As a college student, you most likely have multiple roles and commitments to juggle. In addition to 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.
- You must login to this course everyday throughout the semester to check for new content and new discussion posts. Additional access may be required to meet course due dates and to complete all required learning activities.

- You must read all Announcements 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 Assignments folder before the due date. You are responsible for clearly labeling your papers so I can identify your submission.
- You are also responsible for submitting files in a format that I can 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 Assignments 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.

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 until your performance cannot be rectified.

Attendance Policy

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 course calendar is posted in Brightspace. If the calendar needs to be changed for any reason during the course, written notice will be provided.

Additional Instructor Policies

1. Late assignments: Late assignments may be accepted in highly extenuating circumstances and then only with appropriate documentation. Grade penalties may be applied.
2. Quality Work: Assignments must be typed and free from errors in grammar, punctuation, spelling, and word usage. A well-written paper presented in a professional manner will convey the author's meaning in a clear, compelling, and convincing manner. Be sure your papers are reflective of your status as a university student and future business professional. If necessary, access the UA Writing Lab for tutoring BEFORE you submit your work.
3. Course Schedule: The schedule is tentative and is subject to change with appropriate notice to students.

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 proportionally 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.

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- After the 14th calendar day period, students may withdraw from a course through Zipline until the 49th calendar day of a semester or proportionally 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.
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Student Conduct and Community Standards

Professional and considerate behavior during class is expected. In addition, each student must submit his/her own work, or the work of the students and his/her assigned team members. Plagiarism of a case assignment will result in an immediate F for the assignment. 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.

Accessibility Statement

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 can 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. The office is in Simmons Hall Room 105.

Support

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 the I.T. Help Desk directly at 330-972-6888 or support@uakron.edu.

Brightspace Apps

Brightspace offers two apps for students to complement your online courses. The [Brightspace Pulse](#) app is an app for your smartphone that makes it easier for you to stay on top of due dates, course announcements, grades and content updates. The [Brightspace Binder](#) app is for your tablet devices and allows you to download course materials to view offline and annotate with your own notes.

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.](#)

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 – 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

Please know most other University of Akron employees, including faculty members, are “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 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.



TENTATIVE COURSE SCHEDULE			
Week	DATES	READINGS / CLASS ACTIVITIES	DUE DATES
1	8/23 8/25	Overview of Course Reading: Chapter 1: What is Business Strategy? Chapter 2: External Environment (OT)	
2	8/30 9/1	Reading: Chapter 3: Internal Analysis (SW) Chapter 4: Cost	
3	9/6 9/8	Reading: Chapter 5: Differentiation Exam 1 Review in Class Thursday	SWOT Analysis Exercise DUE 9/11 Teams Assigned
4	EXAM 1 (Chapters 1, 2, 3, 4, 5) Exam window: at home using Respondus Lockdown Open 9/12 – 9/16		
5	9/20 9/22 NO CLASS	Reading: Chapter 6: Corporate World Thursday- NO CLASS	
6	9/27 9/29	Reading: Chapter 7: Vertical Integration Chapter 8: Alliances	
7	10/4 10/6	Chapter 9: International Exam 2 Review	Competitive Advantage Exercise DUE 10/9
8	EXAM 2 (Chapters 6, 7, 8, 9) Exam window: at home using Respondus Lockdown Open 10/10 – 10/14		
9	10/18 10/20	Reading: Chapter 10- Innovative Strategies Chapter 11- Competitive Strategy	
10	10/25 10/27	Reading: Chapter 12- Implementing Strategy Chapter 14- Strategy & Society	Implementing Strategy Exercise DUE 10/26
11	11/1 11/3	Team Meetings w/ Professor- Day 1 Team Meetings w/ Professor- Day 2	Rough Draft DUE 10/31



TENTATIVE COURSE SCHEDULE			
Week	DATES	READINGS / CLASS ACTIVITIES	DUE DATES
12	11/8 11/10	Team Meetings w/ Professor- Day 3 Day 1- Group Presentations	Presentation Slides DUE the day before you present
13	11/15 11/17	Day 2- Group Presentations Day 3- Group Presentations	
14	11/22 11/24 NO CLASS	Day 4- Group Presentations Happy Thanksgiving	
15	11/29 12/1	Reading: Chapter 13- Corporate Governance and Ethics Exam 3 Review	Group Project Paper DUE 12/2 CSR Discussion Forum DUE 12/4
EXAM 3 (Chapters 10, 11, 12, 13, 14) Exam window: at home using Respondus Lockdown Open 12/5 – 12/9			