
STRATEGIC MANAGEMENT: A GLOBAL PERSP. in Fall 2018 (BA4080)

Course Code	BA4080	Professor(s)	Albert Cath
Prerequisites	None	Office Number	G-2A03
Class Schedule	TF: 13:45-15:05 in PL-3	Office Hours	by appointment
Credits	4	Email	acath@aup.edu
Semester	Fall 2018	Office Tel. Ext.	N/A

Course Description

Strategic thinking stands in a long tradition of sorting out the world and acting upon it. In ancient times strategy was the domain for politics and the military. Business strategy has antecedents in these domains, but in a more modern context of strategic thinking, the focus is more on the practice of governing a territory and its population or an organization and its employees. A relentless strategic focus – emphasizing power and through that determining the rules of the game - began with Machiavelli (1496-1572). Strategic Management in relation to organizational dynamics matures after the second world war as an important step in the professionalization of management and leadership theories. A division is made between strategy, planning, and execution. In this vision on strategic management powerful coalitions of managers are supposed to know what is happening through external analysis and internal resource analysis, on the basis of which they are supposed to choose outcomes for their organizations, design systems, which will enable them to be in control of the strategic direction of their organization (Stacey 2016). The 'big picture' concepts as they have been developed over the past 60 years will be presented during the course. Then the issue will be raised whether these concepts are still relevant in our twenty-first century times that are more and more confronted with the complexities of the issues at hand. Climate Change as the mother of Sustainability is perhaps the greatest unmet challenge facing leaders, managers, organizations, and those who study them. Complex problems characterized by the fact that there is little scientific, social, economic and political agreement on the myriad of issues they entail and that there is a high level of uncertainty about the problem. Cause and effect are difficult to separate and are interwoven. The consequence of coping with this challenge is that top-down rational decision making must be replaced by judgemental and political decision making. In the second half of the course, these issues will be discussed also in the context of complex business ethics.

The course engages students with advanced themes in strategic management and leadership, both in theory and in practice. We will take a critical approach to understand how theory influences practice and how our perceptions of leadership and strategy evolve over time and circumstance. Furthermore, students will examine strategic management in terms of specific cultural, international and organizational elements given specific frameworks.

Through readings, in-class activities, assignments, and cases, the course will explore how

Strategic Management influences the direction of organizations and businesses and how theoretical and societal trends influence practices in these areas. The course follows a participative model, so students are expected to be prepared and attend each course meeting. Moreover, students will have more opportunities to build their own skills through high levels of participation in class activities and simulations.

Course Learning Outcomes

Demonstrate critical thinking and the application of core competencies in business decision making

Understand the global environment.

Communicate Well.

Work collaboratively.

Understand how firms effectively operate in an international environment

Understand the execution of strategy as practiced by various firms.

General Education

[PLEASE EDIT OR REMOVE THE FOLLOWING TEXT AS APPLICABLE]

The general education program at AUP consists of four requirements: Speaking the World, Modeling the World, Mapping the World, and Comparing Worlds Past and Present.

This course can be used to fulfill the [INDICATE THE REQUIREMENT(S) FULFILLED BY THE COURSE] requirement and as such has the following learning outcomes:

[INDICATE THE GENERAL EDUCATION LEARNING OUTCOMES]

Course Outline

ASSIGNMENTS:

Various essays and presentations are assigned throughout the course. Presentations are to be completed on a personal basis, while the essays are to be completed on an individual basis.

Analysis Assignments

To ensure that you have a strong understanding of key sustainability concepts, analysis papers will be assigned:

- Your analysis paper must be completed on an individual basis and represent your own work.
- Cite any sources that you use and quote text if using another text directly.
- Please adhere to the minimum required response length and use a 10-12 point font with double spacing.
- **Assignments must be submitted via the email system at least thirty minutes before the course meeting where it is due.**
- Include your full name on and course section in all your assignments, in the file name and at the top of the essay itself.

It is the responsibility of the student check on the course sign-in sheets and the grading center on Blackboard to ensure their assignments have been received and graded.

The onus is on you, the student, to ensure that your assignments have properly received. I will not chase down your missing assignments. If your paper is not properly send to me by email by the deadline (at least 30 minutes before the course meeting in which the paper is due), for whatever reason, the assignment will be marked as late. Please plan your assignment submissions accordingly.

Essay Assignment Submission Guidelines:

1. Format

- Include your name (on the top of the first page) as well as page numbers. For group assignments, all group member names and the group number should be included.
Papers missing names will not be graded.
- Format the document using a 10-12-point font, double spacing is preferred but not required.
- The minimum word count is only a guideline, but if you find your work to be significantly below that, then chances are your essay is far too short to offer a much of a response to the assignment question(s) or problem(s).

Presentation Submission Guidelines:

Please send your powerpoints, outlines, or other written materials via e-mail to acath@aup.edu at least 30 minutes before the start of the course meeting where it is due.

- Please name your files with your id number and case name.
- If you have chosen not to use a visual presentation, please send an outline in .DOC or .PDF format.
- Many students in the past have opted to use PREZI or other online presentation services. Please be aware that these often do not allow you to work offline from the classroom workstation. If there is a network problem, please be ready to use your own

laptop or be prepared to present without visuals.

- Make sure that you are prepared. Reading directly from the slides is highly unprofessional.

GENERAL COURSE POLICIES:

1. **Laptops & Mobile Phones:** Laptops should be not be used during classes unless specifically necessary for an in-class project. Exceptions may be made for students with physical and learning disabilities, with instructor permission only, for the purposes of taking notes. **Mobile phones are to be turned off and put away at all times while class is in session. Please do not send or receive text messages during class, even on silent mode.** Students regularly observed texting underneath their desks during class will be remembered when I issue final grades. Moreover, mobile phones are not allowed in the room during exams under any circumstances. Students found to be using a mobile phone or other electronic device during exams will be asked to leave and will automatically receive a failing grade. No exceptions.
2. **Communication:** We will use Blackboard for this course. **Students are expected to check the Blackboard site, as well as their AUP email during the course for updates.** All assignments will be posted here as well as course reader materials and other resources. You can also track your grades in the 'grading center'. If you need to reach me outside of class, please contact me via email for an appointment or come during my office hours.
3. **Attendance:** This is not just a matter of "being present" for during class, but also involves arriving on time and being prepared for each course session. Attendance is taken in the first 10 minutes of each class, and late students will be marked as late. It is the student's responsibility to make sure that they are signed in for each class. Moreover, I will not excuse any absences, for any reason, with the sole exceptions being if the student is enrolled in an official AUP Cultural Study trip or has a note from a certified physician that indicates they were unable to attend class on the specific dates of the absence. Other reasons for absence should be reported by email and it is upon my discretion to decide whether the absence is excused or not. Students that experience significant health or personal problems must inform the Student Affairs Office immediately so that we can begin to work out a plan to help you maintain your academic performance. Personal travel, visiting relatives and friends, and other non-emergency excuses will not be accepted. (See the section on Course Attendance above.)
4. **Assignments:** Students are expected to turn in all course assignments on time though the email system. Late submissions will be marked down one full grade level for being late for each course session where the assignment still has not been submitted, making the highest possible grade a 'B' after missing the course deadline. It is the student's responsibility to make sure assignments have been received. Plagiarized or copied assignments will result in a failing grade for the course.
5. **Food and Drinks:** Students may drink beverages in class if they are in spill-proof containers that can be completely sealed. Please do not consume any other food or beverages in the classroom.
6. **Professional Behavior:** Students are expected to behave in a professional manner at all times during the course. Please avoid disruptive behavior, such as talking out of turn

during lectures and presentations. Academic dishonesty on assignments or exams - including copying another student's work, plagiarism, or using instructor grading keys - will result in a failing grade for the course. Other disciplinary actions up to, and including, removal from the course, suspension or expulsion from the University, may also result from violating course and university policies. Likewise, harassing or threatening behavior in class will not be tolerated. Please uphold professional standards at all times while you are in the university program.

7. **Other Policies:** For all other policies and procedures, students are bound by the University's general policies and procedures. Copies of the University policies on absences and academic dishonesty were given to each student at registration. Students are responsible for adhering to these policies.
8. **Know the Syllabus:** It is your responsibility to read and understand this document as it clearly outlines the course policies, schedule of readings and assignments, as well as the course expectations. If you experience academic problems during the course because you have not been following the course policies, then telling me "you didn't know" is going to be a completely ineffective excuse.

COURSE ATTENDANCE:

Attendance will be taken in the first ten minutes of the course. Attendance may be taken through a sign-in sheet. If a sign-in sheet is used, it is the student's responsibility to sign in. In general, students are expected to avoid disturbing the class by arriving late and leaving early. Please avoid unnecessary departures while the course is in session.

Students are expected to attend all course sessions. Missing an exam or a presentation will result in a failing grade for that item. Attendance will have a significant impact in the calculation of final grades.

Exceptions to this policy may be made for legitimate medical or family emergencies at my discretion, provided that the student has been proactive about staying up-to-date on assignments, readings and cases and has contacted me and collected the required documentation.

Cultural study trips offered by AUP will be excused automatically, but only for the days that the study trip is scheduled. Days taken before or after a cultural study trip for personal travel, or any other form of personal, non-emergency travel, will not be considered as an exception to the attendance policy.

Assignment instructions are available well in advance of the deadlines. Illness or personal problems that emerge around the deadline date will not result in an extension on your assignments.

If a student is signed in on the attendance form and is not present in the course, it is a violation of the university's academic integrity policy and will result in a failing grade for the course, as well as other disciplinary actions to be determined by the Dean of the University.

Textbooks

Title	Author	Publisher	ISBN	Required
Strategy, Theory and Practice second edition	Clegg, Stewart R, Schweitzer, Jochen Whittle, Andrea	SAGE	9781473938458	Yes

Attendance Policy

AUP ATTENDANCE POLICY:

Students studying at The American University of Paris are expected to attend ALL scheduled classes.

A maximum of four (4) *excused* absences per semester may be requested for all 4-credit courses. Two semester per 1-credit course may be requested.

The French Department has its own attendance policy. Students are responsible for compliance.

Attendance at all exams is mandatory.

Student Affairs will *recommend* that a professor excuse an absence for the following reason only: Involuntary illness or personal emergencies, upon presentation of documentary proof of illness or emergency.

Religious and National Holidays:

Due to the large number of nationalities and faiths represented at the University, religious and national holidays (on the academic schedule) will not be excused by Student Affairs.

Academic Affairs will excuse an absence for students' participation in study trips related to their courses.

Lateness to course meetings:

If a student arrives at course meetings more than 10 minutes late without documentation for one of the above reasons, it is considered an *unexcused* absence. All documentation must be submitted to the Office of Student Affairs within the following the first day of the absence.

IN ALL CASES OF MISSED COURSE MEETINGS, THE RESPONSIBILITY FOR COMMUNICATION WITH THE PROFESSOR AND FOR ARRANGING TO MAKE UP MISSED WORK RESTS SOLELY WITH THE STUDENT.

Whether an absence (excused or unexcused) is accepted or not is ALWAYS up to the discretion of the p department. Unexcused absences can result in a low or failing participation grade. In the case of exces unexcused absences, it is up to the professor or the department to decide if the student will receive an “ instructor may recommend the withdrawal of a student whose absences from any course, **excused or n** to continue in the course at a satisfactory level. The professor may consult with Student Affairs for addit

Students must be mindful of this policy when making their travel arrangements, and **especially during t Periods.**

Grading Policy

GRADING:

Student Performance will be evaluated based on the following factors:

Class Participation

Based on attendance and participation with (group) presentations, discussions and in-class projects, as well as group peer evaluations.

- Attendance: this is not simply a matter of being present, but also involves arriving on time and being prepared for each course session. Please bring the textbook to each class as well as any other materials that you may need.
- Course Presentations: Student (groups) will be selected at random to present their analysis of a short case assignment intermittently during class. These presentations should be no longer than 20 minutes, although the specific duration will change based on the presentation assignment. There will be no student presentations during the first week of class. Please refer to the course calendar for due dates.
- Course Discussions: Various activities, full class and small group discussions are an essential part of the learning experience in this course. Students are expected to actively participate by providing input and feedback to other students and by listening when other students are speaking.
- Peer Evaluations: Student group members may be expected to evaluate one another for the depth and effectiveness of their contribution to in-class activities and the final presentation. Evaluations will be cross-referenced for consistency and fairness.

Individual Assignments

Individual essay assignments are due throughout the course, the midterm assignment and the

final assignment. These must be submitted before the course commences on the due date.

Midterm Exam

The midterm assignment will cover readings, lectures and class discussions through the course sessions until midterm exam.

Final Paper

The final essay will cover a topic of the student's choice, incorporating the cases and readings covered during the course. These papers must be a minimum of 2500 words (approximately 8-10 pages at 300 words per page). Criteria for these papers will be discussed following the course midterm.

Grade Allocation

Final grades will be weighted based on performance within the various criteria as follows. These calculations may be adjusted as we progress through the semester:

Class Participation and Group Work	15%
Case Presentations	25%
Mid-Course Analysis Paper	25%
Final Analysis Paper	35%

Grading Scale

Excellent	Good	Satisfactory	Unsatisfactory
100-95 A (4.0)	89-87 B+ (3.4)	79-77 C+ (2.4)	69-67 D+ (1.3)
90-94 A- (3.7)	86-84 B (3.0)	76-74 C (2.0)	66-64 D (1.0)
	83-80 B- (2.7)	73-70 C- (1.7)	60-63 D- (0.7)
			Under 60 F (0)

To give you a better understanding of what the grading scale means, let's take a quick look at the typical student profile for each category:

Excellent: Reserved for students that display superior quality and outstanding performance throughout the course, including the extensive use resources other than the textbook and assigned readings to complete assignments and presentations. It also means that the student participates fully in course discussions and group activities, maintains excellent attendance, and performs extremely well on course exams and assignments. An 'A' student is highly motivated to learn the material and completes the course readings in advance of the lecture, showing strong skills in critical thinking, global learning, and exceptional informational literacy on all of the assignments, projects and exams. The student also takes a proactive role in group projects and consistently responds to the presentations of other student groups. My goal is to see every student perform this well.

Good: The student provides work that is above average in quality. Maintains good performance on exams and in class discussions, including the effective use of assigned readings and above average course participation. Assignments are turned in on time and to a good level of quality. There is some evidence of additional research and critical thinking on core topics. Attendance, while not perfect, is still good. The student shows evidence of critical thinking, global learning and information literacy through their engagement in the course.

Satisfactory: Adequate and acceptable work in meeting course requirements and average performance in assignments, exams and projects. There is little use of external resources beyond the required texts. The student shows some engagement with the course, but participates at a minimal level. Meets the minimum attendance requirements. Displays some critical thinking, global learning and/or information literacy in assignments and group projects.

Unsatisfactory: Failed to meet basic course requirements, below average performance and attendance. The typical profile for such students: they often show up late to class, are often unprepared for class, and/or are frequently absent. The student is rarely prepared for group presentations or discussions. Assignments are missing, late, or copied or paraphrased directly from general sources that can be found on the internet. The student probably spends an inordinate amount of time in class on their smartphone. Such students are encouraged to withdraw and try again when they have improved their academic skills or they decide to put more effort into their studies.

A significant amount of studying outside of the course meetings is expected from all students who expect a 'B' grade or higher in the course. This means AT LEAST two hours of reading, and research outside of class for every hour you spend in class - much more if the expected grade is an 'A'. I expect students to use resources other than the required materials to complete assignments. Outstanding and good performance will be awarded to those students who go beyond the required and suggested readings in their final projects, assignments and presentations.

Students with unsatisfactory performance will be notified at the midterm point so that we may mutually assess the likelihood of successful course completion. If I contact you for a meeting at the midterm point, please do not ignore my request. Often, we can work out an academic study plan to get you back on track. However, please be reminded that excessive absences are often the cause of poor performance and this is difficult to remedy.

Other
