

## MGT 4850 - Strategic Management

Fall 2026 Syllabus, Section 03, CRN 42038,

Credit hours: 3

### Instructor

**Ramesh Dangol**

Professional Qualifications:

Ph.D. Management, Purdue University, 2012

MBA, Ball State University, 2022

BA, Economics, Middlebury College, 1997

Dr.

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Additional Contact Methods:

Blackboard

Preferred Contact Method: Blackboard

Communication Expectations:

Provide students with guidance on expected turnaround time when they contact you (i.e., you typically respond to email within 24 hours). Provide students with guidance on when they should expect assignments/assessments to be graded.

How to Refer to me:

Dr. Dangol

### Public Instructor Information

**Instructor Title:** Professor

Instructor Professional Qualifications:

1. Ph.D. Management, Purdue University, 2012
2. MBA, Ball State University, 2022
3. BA, Economics, Middlebury College, 1997

**Instructor Office Location:** WCBA 3355

**Instructor Office Phone:** (330) 941-1868

### Course Description

4850. Strategic Management . Analysis of problems and issues faced by organizations operating in today's dynamic environment interspersed with multiple stakeholders. Students integrate concepts and techniques learned from a range of disciplines and apply them to all levels of firms functioning in a wide variety of industries. Prereq.: MKTG 3703, MGT 3725, FIN 3720, senior standing, 2.5 GPA, and graduation evaluation. 3 s.h.

### Course Readings

| Group    | Title                                          | Author                       | ISBN           |
|----------|------------------------------------------------|------------------------------|----------------|
| Required | Strategic Management and Competitive Advantage | Barney, JB, and Hesterly, WS | 978-0132555500 |
| Required | Nike Case                                      | Rothaermel, FT               | MH0060-PDF-ENG |

Link to download the Nike Case: <https://hbsp.harvard.edu/import/1438536>



The course readings are subject to change in the event of extenuating circumstances, research developments, current events, and/or to ensure better learning.

## Schedule of Topics and Assignments

| Week of | Reading(s)                                                                                                                                               | Proposed Topic                                                                                        | Due/To Prepare for Class                                                                                                                                                                                                                       |
|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 8/24    | Chapter 1<br>Review PPT Slides<br>Chapter 4<br>Handout: Understanding the Links Between Economies of Scale, Minimum Efficient Scale, and Cost Leadership | What is Strategy and Strategic Management?<br>Strategy – Behavior Alignment: Cost Leadership Strategy | GLA 1: Strategy definition (AI Supported)<br>GLA 2: Differences among strategies, tactics, and business models (The Cleveland Browns)<br>Quiz 1: Chapter 1, PPT Slides and Handouts<br><br>GLA 3: Business Strategies vs. Corporate Strategies |
| 8/31    | Chapter 4                                                                                                                                                | Strategy – Behavior Alignment: Cost Leadership Strategy                                               | GLA 4: The Cleveland Browns and Strategic Positioning<br>Quiz 2: Chapter 4, PPT Slides and Handouts<br><br>Group Case Report 1 introduced: Apple Inc. vs. Hermès                                                                               |
| 9/7     | Chapter 5<br>Review Chapter 5 PPT Slides<br>Handout: Goods & Services Categories<br>Handout: Vertical and Horizontal Differentiations                    | Strategy – Behavior Alignment: Differentiation Strategy                                               | GLA 5: Hotelling and the U.S. Political Parties. (AI Supported)                                                                                                                                                                                |
| 9/14    | Chapter 5                                                                                                                                                | Strategy – Behavior Alignment: Differentiation Strategy                                               | Group Case Report 1 Instructions: Apple Inc. Vs. Hermès<br>Quiz 3: Chapter 5, PPT Slides and Handouts                                                                                                                                          |
| 9/21    | Covers Chapters 1, 4 and 5, and handouts                                                                                                                 |                                                                                                       | Thursday Exam 1<br>Thursday Group Case Report 1 due                                                                                                                                                                                            |
| 9/28    | Chapter 2: General Environment<br>SWOT Analysis I: Looking Outside for Opportunities and Threats                                                         | The External Environment: Adaptation                                                                  | GLA 6: Declining birth rates and business adaptation (AI Supported)                                                                                                                                                                            |
| 10/5    | Chapter 2: Industry Environment                                                                                                                          | Industry Structures and Threats                                                                       | GLA 7: Soccer Vs. Football (AI Supported)                                                                                                                                                                                                      |
| 10/12   | Super League to Super Fail                                                                                                                               |                                                                                                       | GLA 8: Soccer Vs. Football (AI Supported)<br>Quiz 4: Chapter 2, PPT Slides and Handouts                                                                                                                                                        |
| 10/19   | Chapter 3: Resources and Capabilities                                                                                                                    | Competing on Resources                                                                                |                                                                                                                                                                                                                                                |
| 10/26   | Chapter 3: Resources and Capabilities<br>SWOT Analysis II: Looking Inside for Strengths and Weaknesses                                                   | Understanding Strengths and Weaknesses                                                                | GLA 9: In-class case analysis                                                                                                                                                                                                                  |
| 11/2    | Chapter 3: Resources and Capabilities                                                                                                                    | Competing on Resources and Capabilities                                                               | GLA 10: Proactive vs. Reactive Tactics (AI Supported)<br>Quiz 5: Chapter 3, PPT Slides and Handouts                                                                                                                                            |
| 11/9    | Economies of Scale Vs. Economies of Scope.<br>Chapter 8 & 9: Vertical Diversification                                                                    | Understanding Vertical and Horizontal Diversification<br>Why Do Businesses Diversify                  | Nike Case Report Instructions                                                                                                                                                                                                                  |
| 11/16   | Chapter 8 & 9: Horizontal Diversification                                                                                                                | Understanding Vertical and Horizontal Diversification                                                 | Understanding the Apple Ecosystem<br>Quiz 6: Chapter 8&9, PPT Slides and Handouts                                                                                                                                                              |
| 11/23   | Covers Chapters 1, 2, 3, 8, 9, and handouts                                                                                                              |                                                                                                       | Thursday Exam 2<br>Comprehensive Business Exam                                                                                                                                                                                                 |
| 11/30   | Finals Week                                                                                                                                              |                                                                                                       | Monday (12/27) Nike Case Due<br>Comprehensive Business Exam                                                                                                                                                                                    |

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