

BA 4103 – Strategic Management  
Mondays 8:40-10:15  
Wednesdays 8:40-10:15

Instructor:	Koray Çandır, PhD
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Office Hours:	By appointment
Course Web Page:	<a href="https://odtuclass.metu.edu.tr/">https://odtuclass.metu.edu.tr/</a>
<b>Course Description:</b>	
<p>Strategic Management Course introduces the concepts, tools, and principles of strategy formulation and competitive analysis. The course adopts a general management perspective. Competitive strategies, creating a competitive advantage, internal and external analysis, identifying and allocating critical resources for differentiation are some of the key topics that are covered. The course draws together and builds on all the concepts and theories from several management courses such as Organizational Behavior, Economics, Finance, Marketing etc.</p>	
<b>Course Student Learning Objectives: (CSLOs)</b>	
<p><i>Upon successful completion of this course, students should be able to:</i></p> <p><b>Course Specific Skills:</b></p> <ol style="list-style-type: none"> <li>Understand and apply the concepts, frameworks and techniques of strategic management to <ul style="list-style-type: none"> <li><u>understand</u> the reasons for good or bad performance of a firm,</li> <li><u>generate</u> strategy options for a firm,</li> <li><u>appraise</u> alternative strategy options,</li> <li><u>select</u> the most appropriate strategy,</li> <li><u>recommend</u> the best means of implementing the chosen strategy.</li> </ul> </li> <li>Integrate the knowledge gained in functional courses. <ul style="list-style-type: none"> <li>Proficiently use financial analysis knowledge acquired in finance courses</li> <li>Apply operations management techniques to manage operations and supply chain of a firm.</li> <li>Choose and apply appropriate marketing strategies</li> <li>Effectively utilize the human resources of a firm</li> </ul> </li> </ol> <p><b>Discipline Specific Skills:</b></p> <ol style="list-style-type: none"> <li>Become proficient at PESTEL and SWOT Analysis</li> <li>Utilize financial statement analysis tools</li> <li>Build on their operations management skills</li> <li>Build on their marketing skills</li> </ol> <p><b>Personal and Key Skills:</b></p> <ol style="list-style-type: none"> <li>Develop capacity in terms of: <ul style="list-style-type: none"> <li>an appreciation of the work of the general manager,</li> <li>the ability to view business issues from a general management perspective,</li> <li>the ability to develop original and creative approaches to strategic problems,</li> <li>developing business judgment.</li> </ul> </li> <li>Problems solving skills</li> <li>Teamwork skills</li> <li>Written and oral communication skills</li> </ol>	

<b>Learning and Teaching Methods:</b>
Lectures , Exams, in-class cases & exercises
<b>Required Material:</b>
The Business Strategy Game: Competing in a Global Marketplace 2020 edition to be accessed from <a href="https://www.bsg-online.com/">https://www.bsg-online.com/</a>
<b>Suggested Reading:</b>
1. <a href="https://open.lib.umn.edu/strategicmanagement/">https://open.lib.umn.edu/strategicmanagement/</a> 2. TBA

<b>Assessment and Grading:</b>				
Form of Assessment	% Contribution	Size of the assessment	CSLOs covered by the assessment	Feedback Method
Midterm Exams	40	75-minute tests	1-6	Individual debrief
Participation - Bonus	5	-	1,2,10	In-class discussion
Cases	20	1-hour/week self-study + 75min/week team study	1-10	In-class debrief
Simulation (Individual + group assignments)	40	3-hour/week self-study + 3-hour/week team study	1-10	In-class debrief

<b>Course Procedures and Policies:</b>
<p><b>EXAMINATIONS:</b> There will be <u>two</u> midterm exams, which relate to the lectures and the cases and exercises. The midterm exams will be administered online through oduclass. The following is the tentative schedule for the exams:  Midterm 1: available on Dec 1<sup>st</sup>, 2021 during class hours  Midterm 2: available on Jan 12<sup>th</sup>, 2022 during class hours</p> <p><b>Make-up exam will only be given under the most unusual circumstances.</b></p> <p><b>CASES :</b> The details for the cases will be provided at oduclass.</p> <p><b>INFORMED CONSENT:</b> All students should sign and upload the informed consent form available at oduclass (deadline Oct 31<sup>st</sup>)</p> <p><b>WORKING IN TEAMS: Teams may contain 4-5 members.</b> It is expected that all team members participate equally in the assigned activities. To encourage that all members of a group do their part, <b>peer evaluations</b> will be performed. Peer evaluation forms will be provided later in the semester. They should be completed by every team member privately by <b>Jan 21<sup>st</sup></b>. <b>Peer evaluations will be held strictly confidential</b> All members of the team will receive the same grade for all of the activities, except in such instances as there is a consensus in the team that a certain individual or individuals have not contributed equally to the group work. In such cases, I reserve the right to make a judgment regarding the percentage of the team grade that will be received by such individuals.</p>

A team may fire a member as a disciplinary measure. This action may be taken in serious cases of a group member who is not contributing to the group's effort (missing most meetings, coming to meetings unprepared, showing lack of teamwork). In order to fire a team member, the group needs to inform me first. The fired student will receive 0 from the cases.

*I encourage all groups to inform me of any dysfunctional behavior in their teams that might be impeding their performance as early in the semester as possible.*

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**STUDENT DISABILITIES:** Any student, who, because of a disabling condition, may require special arrangements in order to meet course requirements, should contact the instructor as soon as possible. Students should present the appropriate documentation from the university's [Disability Support Office](#) ([Engelsiz ODTÜ Birimi](#), [ODTÜ Kütüphanesi](#), [Solmaz İzdemir Salonu](#), Tel: 210.7196; [engelsiz@metu.edu.tr](mailto:engelsiz@metu.edu.tr)) verifying their disability, and outlining the special arrangements required. Please note that no accommodations will be provided to the disabled students prior to the completion of this approved University process.

**ACADEMIC DISHONESTY:** The Department of Business Administration has no tolerance for acts of academic dishonesty. Such acts damage the reputation of METU, the department and the BA/MBA/MS degree and demean the honest efforts of the majority of the students. The minimum penalty for an act of academic dishonesty will be a zero for that assignment or exam.

**CHEATING:** All university, faculty/institute, and department principles on academic honesty will be strictly enforced. The usual consequence for academic dishonesty is failure of the course and referral of the case to the Dean of the Faculty/Institute for additional disciplinary action. Examinations are individual and are to be completed without outside assistance of any sort. Persons observed cheating during examinations will receive a failing grade in the course. Homework assignments are individual, unless otherwise specified by the instructor, and are to be completed without outside assistance of any sort, as well. Persons observed cheating in their homework assignments will receive a score of zero for the portion of the semester grade that is allocated to such assignments.

**PLAGIARISM:** The instructor assumes that students will do their own work. By placing their names on assignments (individual or team), students are affirming that the contents are their original work. Any previous work available from files or past students, as well as materials available on the internet may be used only as a suggestive model. Violation of this provision will be considered as unethical behavior, subject to disciplinary action. If you have any doubt about the use of a specific material, see the instructor ahead of time. Any material used from outside sources should be referenced appropriately.

**Teams plagiarizing their assignments will receive punishments ranging from getting zero for the portion of the semester grade that is allocated to assignments to getting a failing grade from the course.** The instructor will use a special software to check for possible plagiarism in assignments.

**LATE ASSIGNMENTS:** Late assignments will not be accepted.

#### METU HONOR CODE

Every member of METU community adopts the following honor code as one of the core principles of academic life and strives to develop an academic environment where continuous adherence to this code is promoted.

"The members of the METU community are reliable, responsible and honorable people who embrace only the success and recognition they deserve, and act with integrity in their use, evaluation and presentation of facts, data and documents."

**CIVILITY IN THE CLASSROOM:** Students are expected to assist in maintaining a classroom environment which is conducive to learning. In order to assure that all students have an opportunity to gain from time spent in class. Inappropriate class behavior will be penalized.

Past observations showed that the METU classroom experience is improved when the following are true:

**Students arrive on time.** Timely arrival ensures that classes are able to start and finish at the scheduled times. Timely arrival shows respect for both fellow students and faculty and it helps to create a better learning environment by reducing avoidable distractions.

**Students are fully prepared for each class.** Much of the learning in this course takes place during classroom discussions. When students are not prepared, they cannot contribute to the learning process. This affects not only the individual but also the classmates who count on them.

**Students respect the views and opinions of their colleagues.** Disagreement and debate are encouraged; however, intolerance for the views of others is unacceptable.

**Keep your mikes turned off unless you are given the floor.**

**KNOW YOUR RIGHTS AND RESPONSIBILITIES** <http://oidb.metu.edu.tr/en/academic-rules-and-regulations>

**NOTE THE IMPORTANT DATES ON THE ACADEMIC CALENDAR!**  
<http://oidb.metu.edu.tr/en/academiccalendar>

The instructor assumes that students who attend the next class have understood and accepted to agree with all the requirements and rules of this course.

The following table gives the tentative schedule for the semester. The lectures will stress the most important and/or most difficult material. Appendices are required only if they are assigned. The students are required to read the chapters and appendices before they are covered in class.

<b>Tentative Schedule for Synchronous Class Sessions</b>				
<b>Month</b>	<b>Day</b>	<b>Topic</b>	<b>Reading/ Assignment</b>	<b>CSLO</b>
<b>Oct</b>	18	Course Introduction What is Strategic Management?		7-10
	20	What is Strategic Management? (Cont'd)		7-10
	25	Organizational Performance		7-10
	27	Industry and Competitive Analysis		7-10
<b>Nov</b>	1	Industry and Competitive Analysis (Cont'd) How to Analyze a Case		7-10
	3	Case Discussion	TBA	1-10
	8	Internal Analysis		1-10
	10	Internal Analysis (Cont'd)		1-10
	15	Business Strategy and Competitive Advantage		1-6
	17	Case Discussion	TBA	1-10
	22	Business Strategy and Competitive Advantage (Cont'd)		1-10
	24	Case Discussion -	TBA	1-10
	29	Strategies to Compete in the Global Arena		1-6
	<b>Dec</b>	1	Midterm 1	TBA
6		Corporate Strategy - Vertical Integration		1-10
8		Diversification		1-10
13		Corporate Strategy – Alliances, Mergers and Acquisitions		1-6
15		Case Discussion	TBA	1-10
20		Corporate Strategy – Alliances, Mergers and Acquisitions (Cont'd)		1-6
22		Case Discussion	TBA	1-10
27		Strategies to Compete in the Global Arena		1-10
29		Case Discussion	TBA	1-10
<b>Jan</b>		3	Managing Internal Operations	
	5	Implementing and Executing Strategy		1-10
	10	Implementing and Executing Strategy (Cont'd)		1-10
	12	Midterm 2	TBA	1-6
	17	Case Discussion	TBA	1-10
	19	Course Wrap-up		1-10