

BA 4103 – Strategic Management
Fridays 8:40-12:25

Instructor:	Koray Çandır, PhD
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Office Hours:	Mondays 12:30 – Online, by appointment
Course Web Page:	https://odtuclass.metu.edu.tr/
Course Description:	
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.	
Course Student Learning Objectives: (CSLOs)	
<i>Upon successful completion of this course, students should be able to:</i>	
Course Specific Skills:	
<ol style="list-style-type: none">Understand and apply the concepts, frameworks and techniques of strategic management to<ul style="list-style-type: none"><u>understand</u> the reasons for good or bad performance of a firm,<u>generate</u> strategy options for a firm,<u>appraise</u> alternative strategy options,<u>select</u> the most appropriate strategy,<u>recommend</u> the best means of implementing the chosen strategy.Integrate the knowledge gained in functional courses.<ul style="list-style-type: none">Proficiently use financial analysis knowledge acquired in finance coursesApply operations management techniques to manage operations and supply chain of a firm.Choose and apply appropriate marketing strategiesEffectively utilize the human resources of a firm	
Discipline Specific Skills:	
<ol style="list-style-type: none">Become proficient at PESTEL and SWOT AnalysisUtilize financial statement analysis toolsBuild on their operations management skillsBuild on their marketing skills	
Personal and Key Skills:	
<ol style="list-style-type: none">Develop capacity in terms of:<ul style="list-style-type: none">an appreciation of the work of the general manager,the ability to view business issues from a general management perspective,the ability to develop original and creative approaches to strategic problems,developing business judgment.Problem solving skillsWritten and oral communication skillsTeamwork skills	

Learning and Teaching Methods:

Online Lectures, In-Class Exams, Cases, Projects and Exercises

Reference Material:

1. <https://open.lib.umn.edu/strategicmanagement/>
2. Strategic Management: Text and Cases, 10th Edition, Gregory Dess, Mc.Graw Hill

Assessment and Grading:

Form of Assessment	% Contribution	Size of the assessment	CSLOs covered by the assessment	Feedback Method
Midterm Exam	20	60-75 minute exam(TBC)	1-9	Individual debrief
Case and Strategic Analysis Application Group- Work	40	Written report, presentation, peer evaluation	1-10	In-class debrief
In-class discussions, exercises, and quizzes	10	Quick 1-2 mins discussions, 15-20 mins exercises, short-answer quizzes	1-10	In-class debrief
Final Exam	30	75-minute exam	1-9	Individual debrief

Course Procedures and Policies:

EXAMINATIONS: There will be one midterm exam and one final exam which relate to the lectures and the cases and exercises. The midterm exams will be in-class exams. The following is the tentative schedule for the exams:

Midterm: available on November 21st, during class hours

Final Exam: to be announced by the department

Make-up exam will only be given under the most unusual circumstances. All make-ups will take place at the end of the term.

There won't be any online exams.

CASE : The details for the case will be provided at odtuclass.

INFORMED CONSENT: All students should sign and upload the informed consent form available at odtuclass (Deadline: end of first week of classes)

STUDENT DISABILITIES: Any student, who, because of a disabling condition, may require special arrangements 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) 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 most 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. 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 can 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: <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 material. The students are required to be ready for the material before they are covered in class.

Session	Topic	Reading/ Assignment	CSLO
1	Course Introduction		7-10
1	What is Strategic Management?	-Porter, M. E. (1996). What is strategy? <i>Harvard Business Review</i> , 74(6), 61–78. -Mintzberg, H. (1987). Crafting strategy. <i>Harvard Business Review</i> , 65(4), 66–75	7-10
2	Strategic Performance	-Kaplan, R. S., & Norton, D. P. (1992). The balanced scorecard—Measures that drive performance. <i>Harvard Business Review</i> , 70(1), 71–79. -Venkatraman, N., & Ramanujam, V. (1986). Measurement of business performance in strategy research: A comparison of approaches. <i>Academy of Management Review</i> , 11(4), 801–814	1-10
2	Industry and Competitive Analysis	-Porter, M. E. (1979). How competitive forces shape strategy. <i>Harvard Business Review</i> , 57(2), 137–145. -Porter, M. E. (2008). The five competitive forces that shape strategy. <i>Harvard Business Review</i> , 86(1), 78–93.	1-10
3	Internal Analysis	Wernerfelt, B. (1984). A resource-based view of the firm. <i>Strategic Management Journal</i> , 5(2), 171–180.	1-10
3	Business Strategy and Competitive Advantage	Peteraf, M. A. (1993). The cornerstones of competitive advantage: A resource-based view. <i>Strategic Management Journal</i> , 14(3), 179–191.	1-10
4	Business Strategy and Competitive Advantage		1-10
4	Business Model Canvas	Teece, D. J. (2010). Business models, business strategy and innovation. <i>Long Range Planning</i> , 43(2–3), 172–194.	1-10
5	How to Analyze a Case		1-10
5	How to Conduct a Strategy Analysis		1-10
6	Application – Strategic Analysis of a Company 1		1-6
6	Entrepreneurial Strategy and Competitive Dynamics	Sarasvathy, S. D. (2001). Causation and effectuation: Toward a theoretical shift from economic inevitability to entrepreneurial contingency. <i>Academy of Management Review</i> , 26(2), 243–263.	1-10
7	Corporate Strategy	-Ansoff, H. I. (1957). Strategies for diversification. <i>Harvard Business Review</i> , 35(5), 113–124.	1-10

		-Rumelt, R. P. (1982). Diversification strategy and profitability. <i>Strategic Management Journal</i> , 3(4), 359–369.	
7	Application – Strategic Analysis of a Company 2		1-6
8	Midterm		1-6
8	Midterm		1-6
9	Corporate Portfolio Analysis	Hambrick, D. C., MacMillan, I. C., & Day, D. L. (1982). Strategic attributes and performance in the BCG matrix. <i>Academy of Management Journal</i> , 25(3), 510–531.	1-10
9	Application – Strategic Analysis of a Company 3		1-6
10	Innovation	Nylén, D., & Holmström, J. (2015). Digital innovation strategy: A framework for diagnosing and exploring digital innovation initiatives. <i>Business Horizons</i> , 58(1), 57-67.	1-10
10	Strategy in a Digital World	Kane, G. C., Palmer, D., Nguyen Phillips, A., Kiron, D., & Buckley, N. (2015). Strategy, not technology, drives digital transformation. <i>MIT Sloan Management Review</i> .	1-10
11	Competing with Network Effects	Boudreau, K. J. (2022). Competing on freemium: Digital competition with network effects. <i>Strategic Management Journal</i> .	1-10
11	Strategies to Compete in the Global Arena	Benito, G. R. G. (2022). The future of global strategy: Evolution, devolution or revolution. <i>Global Strategy Journal</i> .	1-10
12	Implementing and Executing Strategy	Choudhury, A., Kumar, P. N. R., & Krishnan, R. (2025). <i>A Comprehensive Framework for Strategy Execution: CADAP Strategy Execution Framework</i> . IIM Kozhikode Society & Management Review	1-10
12	Influence of AI on Strategic Management	Csaszar, F. A. (2024). Artificial Intelligence and Strategic Decision-Making: Evidence from field experiments.	1-6
13	Application – Strategic Analysis of a Company 4		1-6
13	Application – Strategic Analysis of a Company 5		1-6
14	Application – Strategic Analysis of a Company 6		1-6
14	Course Wrap-up		1-10