

ETM 599: STRATEGIC PLANNING and MANAGEMENT
Instructor: Assoc. Prof. Dr. Nilsen Altıntaş
SYLLABUS

Purpose of the Course

The primary goal of this course is for students to develop an understanding of practical guide to the topic of strategic management and to be able to apply the process by developing a strategic and business plan for an organization. The course provides an examination and analysis of goal setting and implementation of strategy into action.

A collaborative learning approach stressed and students work individually or in a group on a strategic plan processes. They also discuss and integrate practical corporate financial analysis and planning.

The students will also understand cross-functional processes such as the link between corporate strategic planning, performance management and innovation management.

The teaching techniques used in this course are lectures and cases. Lectures will focus on concepts whereas cases provided to give an opportunity to understand an actual business situation and to experience the complexities of making a business decision.

Topics

1: Writing Strategic and Business Plans

2: Strategic Management and Strategic Competitiveness

- The Strategic Management Process Framework
- Strategic Intent and Strategic Mission

3: The External Environment

- Six aspects of general environment (demographic, political, etc.)
- Porter's five forces model (suppliers, buyers, new entrants, etc.)

4: The Internal Environment

- Resource-based model of superior returns.
- Resources, capabilities and core competencies.

5: Business-Level Strategy

- Cost leadership and differentiation

6: Competitive Dynamics

- First, second, and later movers.
- Slow-, standard-, and fast-cycle markets.

7: Corporate-Level Strategy

- Levels of diversification.
- Related and unrelated diversification

8: Acquisition and Restructuring Strategies

- Reasons for and problems with acquisitions
- Restructuring (downsizing, Lobs, etc.)

9: International Strategy

- International business-level strategy (low-cost, differentiation)
- International corporate-level strategy (multi domestic, global, transnational)

10: Cooperative Strategy

- Reasons for strategic alliances
- Network strategies

11: Corporate Governance

- Corporate governance mechanisms (ownership, boards, pay, etc.)
- Agency relationship

12: Organizational Structure and Controls

- Simple, functional, multidivisional structures
- Structure and business-level strategies (low cost, differentiation)
- Structure and corporate-level strategies
- Structure and international strategies

13: Strategic Leadership

- Factors influencing managerial discretion
- Balanced Score Card Approach
- Organizational culture
- Ethical practices

14: Corporate Entrepreneurship and Innovation

- Internal corporate venturing
- Acquisitions and venture capital
- Entrepreneurship and small firm

15: Cases

