

INDUSTRIAL ENGINEERING DEPARTMENT
ENG 482.01 Strategic Management Instructor: Lütfi H. Ensari

Class/Laboratory/PS schedule: 3/0/0 lecture hours per week. **Prerequisite(s):** Non

Course Description: The basic concept of strategic thinking, formulation of strategies for sustainable competitive advantage, the measurement of corporate as well as individual performance in implementation of the strategies. Theoretical overview enriched by success and failure stories. Workshops and assignment for enhancing understanding

Textbook(s) / other required material:

1. Hunger, David J., Wheelen, Thomas L. **Essentials of Strategic Management**, Prentice Hall, 2010, 5th edition
2. Robert, Michel. **The New Thinking Pure and Simple**, McGraw-Hill, 2006
3. Dess, Lumpkin., Eisner **Strategic Management**, Text and Cases McGraw-Hill Irwin, 2012
4. Kaplan, Robert S., Norton David P., **The Strategy-Focused Organization**. Harvard Business School Press, 2001
5. Niven, Paul R. **Balanced Scorecard**, John Wiley & Sons Inc., 2006, 2nd edition

Topics covered:

1. Basics of Strategic Management
 - a. Strategic Thinking; b. Strategic Decision-Making; c. Strategic Management Process;
2. Corporate Governance, Social Responsibility and Ethics;
3. Strategic Management Elements
 - a. Mission; b. Vision; c. Values and Principles; d. Policies; e. Strategic Objectives
4. Strategic Analysis
 - a. Internal Scanning: Organizational Analysis; b. Environmental Scanning and Industry Analysis; c. Strategic Factor / Situational Analysis (SWOT);
5. Strategy Formulation
 - a. Generation of Strategic Alternatives (TOWS Matrix)); b. Formulation of Business Strategies (Evaluation of Alternatives); c. Formulation of Corporate Strategies (Market, Portfolio Analysis, Tree Diagram);
6. Strategy Implementation
 - a. Deployment of Strategies; b. Formulation of Functional Strategies;
7. Strategy Implementation: Alignment of the Organization
 - a. Creation of Strategic Awareness; b. Strategy Mapping : Linking Strategies (Integrity); c. Linking Long-Term (Strategic Plan) to Short Term (Annual Budgets, team, Individual Objectives);
8. Monitoring and Evaluation of Strategies
 - a. Determination of Proper Metrics for Each Step of the Process; b. Setting Targets (Corporate as well as Individual; c. Monitoring and Continuous Improved Activities;
9. Managing Risks and Uncertainty
10. Mid-term Exams (2 exams)

TOTAL 39 hours (inc. Mid-term exams)

GRADING:

- Assignments/Projects/Presentations: 10%; Attendance: 10% (10% for 100-95% attendance); Exam No. 1: 20% (28 March 2016); Exam No. 2: 20% (2 May 2016); Final Exam: 40%

Contribution of course to meeting the professional component:

- To help integration of the functional expertise gained in different fields in order to be able develop the proper basis for approaching strategic problems from a holistic point of view
- Development of the ability to think strategically about an organization and ways to gain sustainable competitive advantage
- Improvement of the understanding about the organizational processes by which strategies formed and executed

Prepared by / Rev No. & Date: Lütfi H. Ensari Rev: 22 January 2016