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**MGT 6508: STRATEGIC MANAGEMENT**

**SCOB MBA Program**

Professor: Marco Ceccagnoli or Frank T. Rothaermel

Required Course Materials:

1. Strategic Management text & cases
2. Strategy Simulation

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**COURSE OBJECTIVE**

Successful completion of MGT 6508 enables you to view the organization from a strategic perspective as a general manager/executive. Strategic management is defined by the question of *‘Why are some companies successful while others fail?’* The course builds on the functional core area courses (accounting, finance, IT management, law & ethics, marketing, operations management, organizational behavior) to understand how firms *gain and sustain a competitive advantage.*

Special emphasis is placed on actionable recommendations of what you as a general manager can do to help your organization to gain and sustain a competitive advantage. To reinforce application and improve strategic decision making, a strategy simulation will aid you in applying the concepts acquired in the course. You will act as the general manager of a strategic business unit making strategic investment decisions in a complex and dynamic market place.

After successful completion of this course sequence you will be able to:

1. Outline and apply the strategic management process;
2. Analyze industry structure to understand industry performance differentials;
3. Assess a firm’s resources, capabilities, and core competencies;
4. Formulate strategies across the functional, business, and corporate level;
5. Formulate strategies in technological dynamic environments;
6. Determine key strategies for competing in a global world;
7. Create organizational change and implement strategies;
8. Conduct a comprehensive strategic management analysis.
9. Become an effective strategic leader capable of aiding your organization to gain and sustain a competitive advantage.

# GRADING

**MGT 6508: Strategic Management**

Participation & Discussion 30%

Individual exam 40%

Strategy simulation (team based) 30%

# Georgia Tech Honor Code. I commit to uphold the ideals of honor and integrity by refusing to betray the trust bestowed upon me as a member of the Georgia Tech community. Cases of alleged academic misconduct will be handled by the Office of the Dean of Students (<http://www.deanofstudents.gatech.edu/Honor/>).

**Disability Accommodation**

The Georgia Institute of Technology has established policies with respect to disability accommodation through Access Disabled Assistance Program for Tech Students (ADAPTS). These policies may be accessed at the ADAPTS website located at <http://www.adapts.gatech.edu> Students seeking disability accommodation are specifically referred to the student guide and documentation pages on this website. Students failing to comply with the requirements set forth in ADAPTS will not receive accommodation.

**COURSE OUTLINE**

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| Week 1 | Course Introduction: Goals and Expectations |
| Week 2 | * What Is Strategy? * Case 1 |
| Week 3 | * Strategic Leadership: Managing the Strategy Process * Case 2 * Simulation Introduction & Team Formation |
| Week 4 | * External Analysis: Industry Structure, Competitive Forces, and Strategic Groups * Case 3 * Simulation Pre-Work Online: Introductory Quiz, Situation Analysis, Rehearsal Tutorial |
| Week 5 | * Internal Analysis: Resources, Capabilities, and Core Competencies * Case 4 * Simulation Practice Round 1 |
| Week 6 | * Competitive Advantage, Firm Performance, and Business Models * Case 5 * Simulation Practice Round 2 |
| Week 7 | * Business Strategy: Differentiation, Cost Leadership, and Integration * Case 6 * Simulation Competition Year 1 |
| Week 8 | * Business Strategy: Innovation and Entrepreneurship * Case 7 * Simulation Competition Year 2 |
| Week 9 | * Corporate Strategy: Vertical Integration and Diversification * Case 8 * Simulation Competition Year 3 |
| Week 10 | * Corporate Strategy: Mergers & Acquisitions, Strategic Alliances * Case 9 * Simulation Competition Year 4 |
| Week 11 | * Global Strategy: Competing Around the World * Case 10 * Simulation Competition Year 5 |
| Week 12 | * Organizational Design: Structure, Culture, and Control * Case 11 * Simulation Competition Year 6 |
| Week 13 | * Corporate Governance and Business Ethics * Case 12 * Simulation Competition Year 7 |
| Week 14 | * Case 13 * Simulation Competition Year 8 |
| Week 15 | * Simulation Debrief & Course Wrap-up |