

# MGMT 3210 APPLIED STRATEGIC MANAGEMENT (3 credit hours)

Elmira College

SPRING 2025

## Required Text:

Jeffrey H. Dyer; Paul Godfrey; Robert Jensen; David Bryce(2022), *Strategic Management: Concepts and Cases*(4th ed), Wiley.

Supplemental readings might be included to illustrate or expand on textbook readings.

**Pre-requisites:** MARK 2800 Marketing; BUSI 2110 Business strategy

## Course Description

This course delves into the fundamental concepts, theories, and practices of strategic management and offers a holistic view of how organizations can achieve sustainable competitive advantage in a rapidly evolving business environment. Through lectures, case studies, and practical projects, students will learn how to analyze industry structures, evaluate a firm's competitive position, and develop strategic plans that enhance organizational performance and sustainability.

## Course Objectives and Goals

- Gain a solid understanding of fundamental strategic management concepts;
- Be able to analyze complex business situations, identify key strategic issues, and propose effective solutions through case study analysis;
- Learn how to assess and evaluate different strategic options and their potential impact on an organization's performance;
- Develop the ability to make informed, data-driven decisions in a business context;
- Be equipped with the capability to adapt strategies in response to changing external and internal environments, including technological advancements, market shifts, and competitive pressures.

## Evaluation of Performance

Your grade will be based upon your performance on exams, assignments, and participation.

4 Case Studies	20%
2 Practical Projects	20%
Research Paper	10%
Midterm Exam	20%
Final Exam	30%
Total	100%

Grades will be assigned as follows:

A 93% and above	B- 80 - 82%	D+ 67 - 69%
A- 90 - 92%	C+ 77 - 79%	D 63 - 66%
B+ 87 - 89%	C 73 - 76%	D- 60 - 62%
B 83 - 86%	C- 70 - 72%	F 59% or below

**Withdrawal Policy:** Please see Elmira College Bulletin for information on this policy.

**Academic Honesty:** Please read the section on Academic Honesty in the [Code of Conduct](#). Briefly, academic dishonesty includes: cheating, fabrication, facilitating academic dishonesty, and plagiarism. Ask if you have any questions on whether something constitutes as academic dishonesty. All work must be original and new. Past assignments from current or other courses will not be accepted. Academic dishonesty will not be tolerated. It will result in zero on the assignment, and a report will be filed with the school. Continued practice will result in failure of the class. Institutional penalties may also apply with repeated acts of academic honesty.

**Student Responsibility:**

- It is your responsibility to keep track of assignments and due dates.
- You should ask questions concerning assignments and lectures, if you need any clarifications.
- If you are struggling in class, have concerns, and/or unsure about expectations, please stop by during office hours or make an appointment for another time.

**Tentative Schedule of Topics**

<u>Topic</u>	<u>Materials</u>	<u>Tasks &amp; Evaluations</u>
What Is Business Strategy?	Chapter 1	
How Are Strategies Formulated?	Chapter 2	
Analysis of the External Environment	Chapter 3	
Five Forces that Shape Average Profitability Within Industries	Chapter 4	Case Study 1
Cost Advantage	Chapter 5	
Economies of Scale and Scope	Chapter 6	
Different Business Model or Value Chain	Chapter 7	Practical Project 1
Differentiation Advantage	Chapter 8	
Corporate Strategy	Chapter 9	
Corporate Versus Business Unit Strategy	Chapter 10	Case Study 2
Vertical Integration and Outsourcing	Chapter 11	Midterm Exam
Three Key Reasons to Vertically Integrate	Chapter 12	
Strategic Alliances	Chapter 13	
International Strategy	Chapter 14	Case Study 3
Innovative Strategies that Change the Nature of Competition	Chapter 15	
Categories of Innovative Strategies	Chapter 16	
Competitive Strategy and Sustainability	Chapter 17	Practical Project 2
Understanding the Competitive Landscape	Chapter 18	
Implementing Strategy	Chapter 19	

Corporate Governance and Ethics	Chapter 20	
Strategy and Society	Chapter 21	Case Study 4
The Tools of Strategy and the Creation of Social Value	Chapter 22	Research Paper Final Exam