

City University of New York (CUNY)

## CUNY Academic Works

---

Open Educational Resources

City College of New York

---

2021

### Strategic Management

Punit Arora  
*CUNY City College*

[How does access to this work benefit you? Let us know!](#)

More information about this work at: [https://academicworks.cuny.edu/cc\\_oers/373](https://academicworks.cuny.edu/cc_oers/373)

Discover additional works at: <https://academicworks.cuny.edu>

---

This work is made publicly available by the City University of New York (CUNY).  
Contact: [AcademicWorks@cuny.edu](mailto:AcademicWorks@cuny.edu)

**ECO 41150: STRATEGIC MANAGEMENT**

Spring 2021: Online asynchronous

PUNIT ARORA, PhD

---

**Reading Materials:**

“Strategic Management” by Reed Kennedy. Open source, available for free. Download by clicking [here](#).

---

**Course Overview:**

Strategic Management is an integrative course that is designed to provide students with an understanding of the nature of businesses, their leadership and governance, and how the various functional areas (finance, marketing, accounting, operations, etc.) fit together to support a broad and purposeful organization. Strategic Management is the process whereby a firm chooses its business activities and establishes and sustains its position in a competitive market. It explores such questions as: Why do some companies succeed; while others fail? How can a company build and sustain competitive advantage? Which industries offer the best opportunities for long-term profitability? The course materials focus on larger firms, but the principles are applicable to any business organization. Skills learned in this class help in problem-solving situations.

This course stresses analytical thinking and problem solving in a discussion-oriented environment. Although you will be introduced to and work with a number of concepts and tools, the primary thrust of this course is learning how to think about businesses within a competitive context, with an eye towards diagnosing problems and making recommendations to improve their performance.

**Notes:**

1. This is an introductory course on strategic management. For those interested, an advanced course on strategic management is offered in the senior year.
2. This course uses hybrid, flipped classroom approach. Most of the learning will happen via application of concepts to real-life cases. **We will meet once a week on Wednesdays** to discuss case studies outlined in the schedule on the last page of this syllabus.
3. You can use the Monday class time for team meetings, readings and preparation of case studies.
4. All course materials, including lectures and videos will be available for asynchronous use.

---

**Methodology:**

In view of the ongoing pandemic, all coursework will be conducted remotely via Zoom. Research shows that online learning works best in a mentoring set up that activates in-depth discussions. While short lectures, videos and other material will be provided to help understand relevant topics, there will be no long lectures to attend. Instead, most of the learning is expected to be gained from self-reading, teamwork, discussions with the instructor and teaching assistants, and application of knowledge to real-life case studies. All of the course material including lectures will be available for asynchronous learning on your own time and pace. Your class teaching assistants will support your learning.

---

**Course Objectives**

Content-related objectives:

1. To articulate the relationships among various functional areas (disciplines) and relate them to the overall purpose, functioning, and value creation in firms.
2. To understand leadership and governance structures in firms

3. To develop analytical skills and techniques to understand external (industry environment) opportunities and threats as well as internal (firm) strengths and weaknesses.
4. To appreciate the complexities of managing innovation and new technologies as well as the underlying dynamics of corporate entrepreneurship and new venture creation.

General objectives:

5. To cultivate critical thinking: Developing a rigorous approach for solving complex business problems and thinking strategically about a company, including defining the problem, distinguishing between causes and symptoms of the problem, prioritizing issues, and proposing recommendations.
6. To develop students' confidence in their ability to communicate their ideas in a logical and persuasive way.
7. To learn from each other by sharing ideas, perspectives and experiences.

**Evaluation:**

Your final grade will be based on the following components:		Points	
<b>Teamwork:</b>			
Strategy case presentations (10*1)		10	
Strategy case memo (10*2)		20	
<b>Individual assignments:</b>			
Participation/ Homework		30	
Mid-term exam		20	
Final exam		20	
<b>Total</b>		<b>100</b>	
Grading Scale:			
94% - 100% = A	84% - 86% = B	74% - 76% = C	64% - 66% = D
90% - 93% = A-	80% - 83% = B-	70% - 73% = C-	60% - 63% = D-
87% - 89% = B+	77% - 79% = C+	67% - 69% = D+	0% - 59% = F

**Case presentation:** Each student will be randomly assigned to a team. Every team is expected to make a 10-minute presentation on the case assigned to them. Assume that you have been invited by the company to advise it on some strategic challenges. Specific case-by-case instructions for your task will be provided on the course platform. Your task will be to analyze the issues and propose solutions. Four teams will make a presentation on each case. As a first step, you should read the case (included in the course pack information on the first page). Once you have finished reading the case, identify the issues and conduct a thorough research on the business and developments since the composition of the case. You will be graded on the quality of your analysis, identification of the problem(s), and the creativity of your recommendations. There are no completely right or wrong answers. Quality of arguments and justifications offered matter more than the conclusion themselves.

**Case memos (2):** Each team is expected to write two single-spaced, two-page memos (times new roman, 12pt font, 1" space on all sides) on any 2 of the remaining 9 cases assigned for group work (except the one assigned to them for presentation). Just like your presentation, as a first step, you should read the case. Once you have finished reading the case, identify the issues and conduct a thorough research on the business and developments since the composition of the case. Assume that you have been hired by the company to advise it on its current strategic challenges and advise the management on what needs to be done. Specific case-by-case instructions would also be provided on the course platform. You will be graded on the quality of your analysis, identification of the problem(s), and the creativity of your recommendations. There are no completely right or wrong answers. Quality of arguments and justifications offered matters more than the final conclusion presented. These case write-ups are due on their respective discussion dates as shown on the syllabus and should be submitted at the start of the class.

**Mid-term and final exams:** Mid-term and final exams will involve a mix of multiple choice and short-essay question on topics covered up to that point in the class.

**Quizzes:** These will be based on chapters, videos or class discussions for the day. Their purpose is to encourage you to keep up with your readings.

**Class participation:** You are required to participate in the discussions on Top Hat discussion pages. Each week, students are assigned homework for this purpose, which is mandatory. The quality of comments determines your participation points.

## GROUND RULES

1. As your instructor, it is my goal to foster a mutually respectful learning environment. My responsibilities as an instructor include: to be prepared to every class, focus on your learning, create a good environment for your learning, exhibit professional behavior, design course activities to achieve the stated learning objectives, use my best professional judgment to evaluate performance fairly, uphold high standards of academic integrity, and be available outside of class to answer any additional questions you may have. As a student, you are expected to treat others with respect and adhere to high standards of academic integrity.
2. Academic misconduct/dishonesty is a very serious issue with potential consequences ranging from failure in the course in question to dismissal from the University. Academic misconduct/dishonesty is defined broadly as any act that violates the rights of another student in academic work or that involves misrepresentation of your own work. This includes (but is not limited to) cheating on assignments or examinations; plagiarizing, which means representing as your own work any part of work done by another; submitting the same paper, or substantially similar papers, to meet the requirements of more than one course without the approval and consent of all instructors concerned; depriving another student of necessary course materials; or interfering with another student's work. To maintain conditions of justice for all students, academic dishonesty in any portion of the academic work for a class shall be grounds for awarding a grade of F or N for the entire course.
3. **Written Assignments:** A big part of your grade is determined by writing assignments, and their quality (not their length!) is very important. If you are unsure of your writing skills, we strongly encourage you to finish your assignments early and take them to the Writing Center (located in the NAC building, Amsterdam Ave, Plaza 3<sup>rd</sup> floor South). You can schedule an appointment through their website (do it right away! You now know when the assignments will be due!): <http://www.cuny.cuny.edu/writingcenter/>. All written assignments are due at the beginning of class. You can email them to me, drop them off in my mailbox in the Economics Department, or hand me a copy in the classroom.
4. **Working in Groups:** You should try to resolve any disputes that may arise in work groups early. If you believe a member of the group is not carrying his/her weight, tell the member as soon as you can. Groups should try to resolve any disputes on their own if at all possible. I will intervene if you come to me and tell me that you have reached an irresolvable impasse, and I reserve the right to lower the individual grade of any group member who has not contributed a reasonable share to the group project.
5. **Special Learning Needs:** In compliance with section 504 and the Americans with Disabilities Act (ADA), CCNY is committed to ensure that "no otherwise qualified individual with a disability... shall, solely by reason of disability, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity..." If you feel that you are a student who may need academic accommodations due to a disability, then you should immediately register with the Office of Disability Services (ODS). Students should bring this to the attention of the instructor during the first week of class so that appropriate accommodations can be made.
6. **Attendance** is mandatory for all sessions. Pick a time that works for your entire group. If you miss three or more meetings without prior permission of the instructor, you get an automatic "F" for the course.
7. **Late Work:** Grades on late work will fall one notch (i.e. A to A-) per day that it is late. All grade disputes must be submitted via email to me within 48 hours from the time the grade is assigned.
8. **Extra Work:** A student may not negotiate the submission of extra work in an attempt to raise his or her grade.
9. **Changes to the syllabus:** I reserve the right to amend all policies stated above. Please make sure to check the class page on Blackboard regularly, where I will post announcements and any changes to the syllabus.

10. All announcements will be posted on the Blackboard. It is the student's responsibility to check their Blackboard account for communications and changes to the course several times a week.

**PRELIMINARY CLASS SCHEDULE (subject to change):**

WEEK #	TOPIC	CASE ASSIGNMENTS
1	Ch. 1: Mastering strategy	
2	Ch. 2: Assessing organizational performance	IBM
3	Ch. 3: External environment	Debeer's
4	Ch. 4: Internal environment	Conexia
5	Ch. 5: SWOT analysis	Broker.com
6	Ch. 6: Business-Level Strategies	Tesla
7	Mid-term exam review	
8	Mid-term exam	
9	Spring break	
10	Ch. 8: Corporate-level Strategies	Porsche
11	Ch. 7: Innovation strategies	Apple
12	Ch. 9: International strategies	Biocon India
13	Ch. 10-11: Corporate Governance	Lululemon
14	Ch. 10-11: Corporate social responsibility	Hummel
15	Final exam: preparation and review	

Note: All the cases mentioned above are included in your free course pack.