

MGT 4850 - Strategic Management

Fall 2026 Syllabus, Section 02, CRN 40522,

Credit hours: 3

Instructor

Omer Genc

Professional Qualifications:

PhD: Strategic Management/International Business, Temple University

Master of Science: Finance, University of Illinois at Urbana-Champaign, IL

Bachelor of Science: Business Administration, Middle East Technical University, Turkey

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Public Instructor Information

Instructor Title: Associate Professor

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Bachelor of Science: Business Administration, Middle East Technical University, Turkey

Instructor Office Location: Williamson Hall 3356

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Course Description

4850. Strategic Management . Analysis of problems and issues faced by organizations operating in today's dynamic environment interspersed with multiple stakeholders. Students integrate concepts and techniques learned from a range of disciplines and apply them to all levels of firms functioning in a wide variety of industries. Prereq.: MKTG 3703, MGT 3725, FIN 3720, senior standing, 2.5 GPA, and graduation evaluation. 3 s.h.

Course Readings

Group	Title	Author	ISBN
Optional	Strategic Management: Concepts and Cases: Competitiveness and Globalization	Hitt, M.A., Ireland, D., HHoskisson, R.E. & Harrison, J.	9780357716762
Required	Case 1: CF MotorFreight	David B. Yoffie, Sheila Cavanaugh	
Required	Case 2: Walmart Stores	Stephen P. Bradley, Pankaj Ghemawat, Sharon Foley	
Required	Case 3: McDonald's Corporation	Frank T. Rothaermel, John Kim	

The course readings are subject to change in the event of extenuating circumstances, research developments, current events, and/or to ensure better learning.



Course Schedule

Week of	Reading(s)	Proposed Topic	Due/To Prepare for Class
8/24	Chapter 1: Strategic Management and Strategic Competitiveness Textbook) The Art of Hypercompetition (Rifkin, 1996). What is Strategy? (Porter, 1996)	Course Introduction (Syllabus, etc.) Strategic Management and Strategic Competitiveness	Send your Team members (Aug 26) Review the Assigned Textbook Chapter
8/31	Chapter 2: External Environment (Textbook) The 'Value Stick' Framework for Strategic Management. (MITSDE, 2023) The Five Competitive Forces That Shape Strategy (Harvard Business Review, 2008)	External Environment	Review the Assigned Textbook Chapter
9/7	Chapter 2: External Environment (Textbook) The Graying of America (NPR, 2022) The State of American Culture (Frameworks, 2024)	External Environment - cont.	Review the Assigned Textbook Chapter
9/14	Chapter 4: Business- Level Strategy (Textbook) Porter's (Three) Generic Strategies Explained (Strategic Insights, 2025) Finding Your Strategy in the New Landscape (Ghemawat, 2010).	Business- Level Strategy	Review the Assigned Textbook Chapter
9/21	Case 1: CF MotorFreight Influence of the Motor Carrier Act of 1980 on Teamsters' Employment (US Government Accountability Office, 1983)	Industry Structure - Case Analysis	Case 1: CF MotorFreight, Due on Sep 21
9/28	Chapter 4: Business- Level Strategy (Textbook) Blue Ocean Strategy (Kim, W. C., & Mauborgne, R., 2004)	Business-Level Strategy– cont.	Review the Assigned Textbook Chapter
10/5	Chapter 3: The Internal Organization (Textbook) What Are Core Competencies for Business? (Freedman, M., 2023)	Exam 1 The Internal Organization	Review the Assigned Textbook Chapter Exam 1 (Oct 5)
10/12	Chapter 3: The Internal Organization (Textbook) Firm Resources and Sustained Competitive Advantage. (Barney, J., 1991)	The Internal Organization – cont	Review the Assigned Textbook Chapter SWOT Assignment 1st Draft, Friday, Oct 16th
10/19	Chapter 6: Corporate Level Strategy (Textbook) From Competitive Advantage to Corporate Strategy. (Porter, M. E., 1987). To Diversify or Not to Diversify. (Markides, C. C., 1997)	Corporate-Level Strategy	Review the Assigned Textbook Chapter
10/26	Case 2: Walmart (Stephen P. Bradley, Pankaj Ghemawat, Sharon Foley) Competing on Resources: Strategy in the 1990s (Collis, David and Montgomery, Cynthia, 1995)	Business level Strategy - Case Analysis (Walmart)	Case 2 Presentation/Report (Walmart Stores), Due on Oct 26th
11/2	Chapter 6: Corporate Level Strategy (Textbook) Making the Deal Real. (Ashkenas, R. N., DeMonaco, L. J., & Francis, S. C., 1998).	Corporate-Level Strategy – cont.	Review the Assigned Textbook Chapter



11/9	Case 3: McDonald's Corporation (Frank T. Rothaermel, John Kim) McDonald's' Local Strategy, from El McPollo to Le McWrap Chèvre. (Nataly Kelly, Nataly, 2012) McDonald's and the Challenges of a Modern Supply Chain. (New, Steve, 2015)	Strategic Leadership and Strategy Implementation - Case Analysis	Case 3 Presentation/Report (McDonald's Corporation), Due on Nov 9th
11/16	Chapter 11: Strategy Implementation: Structure & Controls (Textbook) The Secrets to Successful Strategy Execution. (Neilson, G., Martin, K., and Powers, E., 2008). The Leader's Guide to Corporate Culture. (Groysberg, B., Lee, J., Price, J., & Cheng, J. Y., 2018).	Strategy Implementation: Structure & Controls	Review the Assigned Textbook Chapter
11/23	What Is a SWOT Analysis? (Schooley, S., 2025) Can You Say What Your Strategy Is? (Collis, D. J., & Rukstad, M. G., 2008)	Prepare for Final SWOT Presentations	Exam 2 (Nov 23)
11/30	Are You Doing the SWOT Analysis Backwards? (Minsky, Laurence and Aron, David, 2021).	SWOT Analysis - Presentations	SWOT Presentations (Nov 30 and Dec 2)
12/7	Course Evaluations and SWOT Feedback		

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