

# Strategic Management (SGM)

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**SGM 5001. Mng New & Small Enterprs. 3 Credit Hours.**

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5002. Business Plan Developmnt. 3 Credit Hours.**

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5051. Business Strategy in a Global Environment. 3 Credit Hours.**

This course is designed to present international strategic management concepts and the field of global industry competitive analysis. This seminar combines multiple attributes and analytical frameworks of strategic management to assess an industry and the relevant competitor strategies.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5052. Analytical Foundations of Strategy. 1.5 Credit Hour.**

This course is designed to [a] introduce students to core concepts and analytical tools to facilitate strategic decision making in a setting of uncertainty; [b] assess the importance of the external environment (industry, location) in the development of firm strategies and sustainable competitive advantage; [c] examine the responses of competitors, customers and suppliers to a firm's strategic actions (prices, costs, scope of the market, innovations) and the implications of these responses for firm strategy and performance; [d] clarify the relationship between firm performance and the activities within the value chain, using relative cost analysis and value added analysis; [e] evaluate the domestic and international diversification strategy of firms, including the impact of institutions such as ownership structure on firm performance and cross border valuation. The course will rely heavily on theory, quantitative analysis, and case analysis to develop cutting edge skills for critical analysis in a real world consulting environment.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Master of Business Admin.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:** Minimum grade of B- in STAT 5001 (may be taken concurrently), (ECON 5001 (may be taken concurrently) or BA 5001 (may be taken concurrently)), and FIN 5001 (may be taken concurrently)

**SGM 5101. Foundations of Strategic Management. 3 Credit Hours.**

Conceptual and operational models of strategic planning examined in detail. Emphasis is on strategy formulation, implementation, and control of organizations of all types.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:** Minimum grade of B- in (ACCT 5001, ECON 5001, STAT 5001, MKTG 5001, MIS 5001, FIN 5001, and MSOM 5001)

**SGM 5102. Strategic Decision Support Systems. 3 Credit Hours.**

Students are exposed to state-of-the-art, PC based decision techniques and approaches for addressing strategic (or unstructured) issues confronting an organization. Skills are developed in structuring complex, strategic decision problems and in the selection and application of appropriate techniques for reaching realistic decisions. Complex, judgmental problems are considered for a variety of organization types, business and non-business. All students perform a team project in strategic analysis using an advanced expert system. No prior computer knowledge is required.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:** Minimum grade of B- in (ACCT 5001, ECON 5001, STAT 5001, MKTG 5001, MIS 5001, FIN 5001, and MSOM 5001)

**SGM 5103. Management of Technology and Innovation. 3 Credit Hours.**

This course is designed to give students insights into the technological, customer, and management issues that must be considered when developing new products or technologies. This course offers students the chance to understand and apply a number of analytical, decision making, management, and planning tools that can be used to guide the development of new products (and services) from idea to the marketplace (invoice). It is relevant to students who would like to more systematically manage and execute their own innovative ideas as well as those that wish to lead new venture, new product development, and research and development processes and groups. The course will prepare students to take the certification exam for the Product Development Management Association (PDMA) New Product Development Professional (NPDP) Certification.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5104. Management of Growth, Decline and Turnaround. 3 Credit Hours.**

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:** Minimum grade of B- in (ACCT 5001, ECON 5001, STAT 5001, MKTG 5001, MIS 5001, FIN 5001, and MSOM 5001)

**SGM 5105. Industry Competitive Analysis. 3 Credit Hours.**

An applied examination of recently developed techniques for assessing industry competitive forces and devising appropriate business strategies. Topics include: analysis of industry trends, recognizing types of industries, developing strategic maps of industry competitors, and learning to utilize industry information sources, among others. Students will be required to conduct an in-depth analysis of at least one industry.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:** Minimum grade of B- in (ACCT 5001, ECON 5001, STAT 5001, MKTG 5001, MIS 5001, FIN 5001, and MSOM 5001)

**SGM 5106. E-Commerce Strategy. 3 Credit Hours.**

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5107. Management of Mergers and Acquisitions. 3 Credit Hours.**

Examines managerial aspects of growth through mergers and acquisitions. Examines pre-merger analysis, strategies for negotiation and bidding, as well as post-merger integration of target firms. Utilizes several techniques valuable for acquisition analysis, including financial valuation techniques and industry analysis. Case studies develop students' analytical skills.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5108. New Venture Creation. 3 Credit Hours.**

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:** Minimum grade of B- in (ACCT 5001, ECON 5001, STAT 5001, MKTG 5001, MIS 5001, FIN 5001, and MSOM 5001)

**SGM 5111. Growing Through Mergers & Acquisitions. 1.5 Credit Hour.**

Mergers and Acquisitions (M&As) are two key avenues for rapid growth or consolidation, especially when organic growth through R&D, corporate venturing or market development will not suffice. However, research and anecdotal evidence abound that anywhere from 50% to 80% of M&As fail, and end up compromising the competitiveness of even strong firms. This module will answer the following questions: (1) When should M&As be the preferred modes for growth? (2) How should managers identify and evaluate targets realistically? (3) How should the M&A deal be structured and what are the implications for respective shareholders and the combined entity? (4) How can executives anticipate and address the strategic and behavioral challenges of integrating the two parties such that growth objectives are realized? In doing so, this module aims to offer a "soup-to-nuts" overview of the strategic, financial and legal (though, to a lesser extent than a typical finance or law school course), and organizational integration challenges in undertaking M&As.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5112. Competing on Value: Analyzing and Shaping Your Industry. 1.5 Credit Hour.**

Value is the essence of strategy. For every position that a firm takes in the industry, the firm creates, adds or destroys value. This course provides the knowledge and perspectives necessary to do an in-depth analysis of various industries and in learning to compete on value and to position their firms within the industry in which they chose to compete. The positioning has implications for resources, core competencies of the firm, its competitive advantage, and performance of the firm. Key questions raised and answered in the module include: How do firms create or add value? How do firms compete on value in slow moving vs. fast moving industries. How does the value frontier evolve and transform the competitive landscapes? Does order of entry matter? When and Why? How are industries created? How to compete on value in Internet-based and networked industries? How to compete on value in science-based industries?

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5113. Strategy Implementation: Designing Organizations for Success. 1.5 Credit Hour.**

"Execution is the great unaddressed issue in the business world today. Its absence is the biggest single obstacle to success and the cause of most of the disappointments that are mistakenly attributed to other causes." That according to a well respected consultant. This module attempts to fill the gap between "saying and doing" that is often seen in organizations. Strategy implementation is operations-oriented. Implementation excellence is both absolutely essential and capable of providing enormous rewards. By learning to bridge the gap between saying and doing and by focusing on the activities that really determine the success or failure of the organization, students appreciate the nature of the work they do. Key questions raised and answered in the module include: How does strategy really work in organizations? How to achieve a good fit between strategy and organization structure? How to align strategy and organization systems? What is the role of organization culture in strategy implementation? How to initiate and complete changes in strategy? What are the roles of CEO, top management teams and board of directors in strategy implementation?

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5114. Managing Strategic Alliances: Competing through Collaborations. 1.5 Credit Hour.**

Strategic partnerships are formal arrangements between firms that involve significant levels of shared resources and decision-making. In the current context, these inter-firm collaborations, some of which span international boundaries, have become fundamental to competitive advantage. However, alliances are notoriously difficult to manage with failure rates reaching over 70%. The course covers both analysis and design of strategic partnerships, as well as their management and implementation. Various forms of strategic partnerships covered in this course are outsourcing agreements, minority equity investments, equity alliances, and joint ventures. The course will provide concepts, tools and frameworks necessary to develop an organizational capability to manage strategic partnerships; to assist clients with partner selection, deal making and due diligence; decide when a firm should choose internal development over external partnerships; understand the role of corporate venturing in a firm's alliance strategy; and learn how partnerships with the citizen sector can help scale new growth initiatives.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5115. Firms in Crisis: Managing Turnaround. 1.5 Credit Hour.**

In the life cycle of firms, growth invariably is followed by decline and, possibly, turnarounds. As Jim Collins, the author of "Good to Great" noted, less than 15% of the firms that appeared in the first Fortune 500 list published in 1955 still made the list in 2008. Decline may set in due to "irrational exuberance" during the growth phase, when management challenges and missteps may be masked by superior performance in the short term. Decline also may be caused by external shocks, usually unanticipated changes in the firm's markets and environment. Whatever the causes of decline, it results in liquidity and legitimacy crises and, if not aggressively managed, can lead to failure. Failure, though, does not always mean liquidation. Firms that file for Chapter 11 bankruptcy face the challenge of developing a plan to turn the company around. A number of firms successfully emerge as viable concerns from Chapter 11; others do not. Accordingly, this module will answer the following questions: (1) How can managers recognize the early warning signs and root causes of decline, and take action before crisis sets in? (2) Once decline has begun, how can they take charge and turn around the firm setting it on a course to survival (in the short term) and rejuvenation (in the long-term)?

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5116. Non-Profit Governance: Preparing to Sit on a Board of Directors. 0 to 3 Credit Hours.**

Participation on a nonprofit board is a rite of passage for business leaders. The course provides a rich opportunity to study governance, risk management, and leadership development at a strategic level. It also offers rich professional development opportunities and the satisfaction of sharing professional skills with mission-driven organizations. Through active involvement with the board of a nonprofit organization, enriched by a management project for the organization, students will consolidate their MBA or MS skills while exploring issues related to governance, risk management, impact measures and executive development and motivation.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5117. New Venture Creation: Entrepreneurial Opportunities, Resources, and Teams. 1.5 Credit Hour.**

Whether students are aspiring entrepreneurs bent on launching new businesses or managers bent on growing profitable businesses, the module seeks students to "think big" and "think outside the box". The central focus of the module is on two key success factors: the entrepreneur; and his/her ability to create and recognize opportunities. It examines the concepts, skills and know-how, information, attitudes and alternatives that are relevant for entrepreneurs engaged in start-up and early-stage ventures, managers of new ventures within established organizations, and the relevant stakeholders. Key questions raised and answered in the module include: What are the key aspects of new venture creation process? How to evaluate an opportunity? How do new ventures achieve growth? What are the key elements of deal structure? How to structure a deal? What are the strategies for harvesting new ventures? What are the unique properties of entrepreneurs and their teams?

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5118. Innovation-Based Strategy: Managing Disruptive Change. 1 to 3 Credit Hour.**

This course discusses the basics every manager needs to organize successful technology-driven innovation in both entrepreneurial and established firms. We start by examining innovation-based strategies as a source of competitive advantage and then examine how to build and design organizations that excel at innovations. Major topics include understanding how disruptive innovations impact existing markets; how organizations can embrace disruptive innovations; creating an organizational environment that rewards innovation; organizing to take advantage of internal and external sources of innovation; and designing structures to reduce resistance to change. Many of the examples also focus on how established firms can become more entrepreneurial in their approach to innovation.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5119. Social Entrepreneurship: Change the World, Profitably. 1.5 Credit Hour.**

Social entrepreneurship combines the energy, discipline and innovativeness of private enterprise with the inclusiveness and farsightedness of public enterprise to solve pressing social, environmental and economic problems. Social entrepreneurship sounds wonderful - but how does it play out in reality? And what does it take to manage multiple bottom lines effectively? Through extensive readings, vigorous discussion with classmates and guest speakers, and action research, we will explore the promise and perils of social entrepreneurship as lever for improving the world - and use our experience with social entrepreneurship as a lens through which to understand business and strategy.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Course Attributes:** SF

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5121. Emerging Market Innovation: Reinventing the Multinational Firm. 1 to 3 Credit Hour.**

This course is a deep dive into exploring some of the common management challenges and business opportunities in emerging markets. Operating at the intersection of emerging market strategy, innovation and sustainability, this cutting-edge course will explore two key dimensions of managing in emerging markets: One, how emerging markets are forcing firms to take a long hard look at their existing practices and business models due to the need to address inclusive growth objectives; and two, how by doing so, these companies are laying the foundation for the next generation of competitive advantage. This is a must have course for students interested in emerging markets, international business, global marketing, innovation, sustainability and in understanding how doing good can be blended with doing well.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Course Attributes:** SI

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5122. Business Model Innovation: Profitable and High-Impact by Design. 1.5 Credit Hour.**

Business models describe how an organization creates, delivers, and captures value in economic, social, cultural or other contexts. This course will present the defining characteristics of a business model, the most common types of business models (e.g. subscription, brick-and-mortar, click-and-mortar, razor-and-blades, free, freemium, open, long tail, etc.), and help students learn to assess the viability of an organization through a business model lens. We will then learn how to generate, evaluate, and improve novel business models. We will use the business model canvas methodology as well as rely on the strategic revolution/blue ocean strategy approaches to generate rule-breaking business models. Innovative and original business models have the potential to create new competitive spaces as well as reinvent stagnant or declining industries. Our discussion of business models will also include special attention to issues such as the international context of a business, the hybrid nature (economic and social values) of certain businesses, as well as implementation challenges. The course will use a combination of case studies and hands-on practical exercises in order to develop your creative and critical thinking.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5123. Corporate Strategy: Managing Diversified Firms. 1.5 Credit Hour.**

Much of industrial activity is carried out by large companies which compete simultaneously in multiple markets (product, location, business). In 2012, the largest 500 publicly traded companies sold approximately 11 trillion worth of goods and services or approximately 75% of the output of all U.S. public companies. On average these firms engaged in over 10 different lines of business. Hence it is likely that most people will at some point work for, advise or compete against a multi-product, multi-location, multi-business corporation. This course will broadly examine topics such as: why do multi-product, multi-location, multi-business firms exist? How do they create value? What determines firm boundaries? How are these businesses managed?

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5124. Creative Problem Solving: Perspectives & Techniques that Improve Creativity in Organizations & Life. 1.5 Credit Hour.**

Being creative is about solving problems or approaching opportunities in novel and valuable ways. This course is designed to help ALL students better harness their full creative potential—whether you think: "I am not creative" or "I already have more ideas than I can handle", this class will help you come up with more creative ideas that offer more value and have greater impact on the world. Students in this course will shift both their perspective and their behaviors as they learn about the psychological and sociological underpinnings of creativity while applying practical creativity techniques to real-world challenges during class. This course is designed to complement design thinking/inquiry courses offered at Fox and Temple and delves deeper into critical creativity topics like problem formulation, divergent thinking techniques, idea evaluation and convergent thinking, evolving ideas to increase impact and feasibility, and championing your ideas to find acceptance. No matter what career or profession you are going into, being more creative and appreciating how group and organizational environments can foster creativity will help you to be more valuable, employable, innovative, and entrepreneurial.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5125. Financing Entrepreneurial and Corporate Ventures. 1.5 Credit Hour.**

The ecosystem of startups is changing rapidly, presenting new opportunities and challenges for entrepreneurs and early employees as well as for established corporations seeking fresh entrepreneurial ideas. Against this dynamic backdrop, financing and growing a new venture—as an entrepreneur launching a startup or as a company cultivating entrepreneurial opportunities—requires distinctive knowledge and a skill set that integrates strategic, operational, and financial tools. The goal of this course is to apply the analytical skills and functional knowledge developed in the core curriculum to the opportunities and challenges of emerging business opportunities. This course demands synthesis of strategic and financial analysis in the context of real time applications in a diversity of industry settings, including social media and data analytics, information technology, life sciences, and healthcare and a range of equity and non-equity financing options. One of the biggest hurdles for entrepreneurs is financing their ideas—although securing funding is always difficult, this course helps you appreciate multiple options and implications for each. A special focus will be paid to the investment decision from the perspective of various investors and the entrepreneur, and students will gain insights into factors that influence the viability and financial health of a business as well as the steps that can be taken to increase venture valuation.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5126. Innovation Adoption and Diffusion: Finding First Customers and Driving Widespread Implementation. 1.5 Credit Hour.**

The difference between a creative idea and an innovation is that an innovation is put into practice or implemented. However, it turns out that the implementation of innovations is actually quite difficult and has exceptionally high failure rates. This course builds on the theoretical foundations of innovation characteristics, adoption, and diffusion as well as behavioral economics while providing concrete, practical advice and techniques for successfully implementing innovative ideas. It is designed to help entrepreneurs and innovators appreciate barriers to adoption, identify and convert first users, and ultimately, drive change and innovation through networks—whether these are customer groups, organizations, or the public at large. Change can be economically and psychologically costly—whether it involves the adoption of a novel product/service or business model by a user, a new process by members of an organization, or simply a new point of view by a person. However, there are ways in which innovations can be positioned to reduce these costs or barriers and techniques by which early adopters can be leveraged to rapidly diffuse these novelties through networks. These skills are what allow individuals to turn a creative idea into an innovation and an innovation into a competitive advantage.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5127. Managing Knowledge Networks: Understanding & Analyzing Social Networks in Organizations & Beyond. 1.5 Credit Hour.**

We all know that it is not WHAT you know but WHO you know that matters most. But this truism is even more relevant as we move into a knowledge-based economy. Most significant innovations are the result of a collaborative endeavor between individuals, groups, and organizations. Thus, understanding social networks can be particularly useful in assessing how information and knowledge flow both within and across specific units or organizations. This course is designed to provide an introduction to how social network analysis can shed light on problems of collaboration and connectivity in organizations and can provide managers a more effective and strategic way to address these problems. The course will teach students about the importance of knowledge in organizations and cover basic social network analytical methods. These techniques can systematically reveal how collaboration, innovation, and learning are occurring—or not occurring—in informal networks. We will then discuss practical ways for managers to improve networks by looking at individual employees and their positions within a network.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5128. The Crowd, The Cloud, and Open Innovation Strategy. 1.5 Credit Hour.**

Unbridled advances in technology and connectedness have transformed the relationship between companies, customers, and competitors. With this transformation, the lines between business relationships, social connections, and competitive advantage are increasingly connected to one another. Thus companies across all industries and size classes—from established industry giants to high-growth companies in new technology areas—require the skills and knowledge to strategically harness the power of "the crowd and the cloud". This course addresses the distinct challenges and opportunities posed by the confluence of digital community, powerful and expanding data gathering and analytics, and the intertwining of technological change and business models. This course is relevant for students seeking to expand their skills in harnessing insights from real-time change for the development of powerful and adaptable decision-making and innovation. This class will draw upon current topics including: the crowdsourcing of innovation in established firms and new entrants; the use of technological connectedness and social media strategies in developing innovative user communities; the challenges and opportunities of co-creation; and the emergence of crowd-based funding as a financial tool for launching new projects. The course relies on case analysis and class discussions focused on applying analytical skills to challenges and opportunities in current contexts.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5131. Social Entrepreneurship - Innovative Approaches to Achieving Positive Social Impact. 3 Credit Hours.**

Private enterprise (business) is a powerful tool for stimulating innovation and investment - but often neglects community, social and environmental costs. Public enterprise (government) is useful in allocating public resources and serving the disenfranchised - but often at the cost of efficiency and creativity. Social entrepreneurship promises to combine the energy, discipline and appetite for innovation of private enterprise with the inclusiveness and far-sightedness of public enterprise to solve pressing social, environmental and economic problems. Social entrepreneurship sounds wonderful - but how does it play out in reality? And what does it take to manage multiple bottom lines (people, profit and place) effectively? In this highly interactive and experiential course, students will have a chance to interact with, learn from, and work on business challenges for social entrepreneurs as well as the entrepreneurial ecosystem that supports social impact investing.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5132. Sustainable Business Practices. 3 Credit Hours.**

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5133. Management Consulting: Principles and Practices. 3 Credit Hours.**

Whether your goal as a management consultant is to join a dedicated firm, operate in-house, or launch your own practice, the factors for success are similar. This course focuses on the skills (hard and soft), methods, and practices of successful consultants. Consulting is highly practical; therefore, the course includes many practical exercises with content from experts in the field. Research projects and project simulations will be evaluated by senior practitioners from industry, including the course instructor. A personal assessment and individual development plan will help you identify and map the best path to a career in consulting. [Note: This course would also benefit aspiring entrepreneurs and students preparing for the capstone.]

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5134. The Consulting Engagement: Managing Projects and Change. 3 Credit Hours.**

In management consulting, project management and change management are two sides of the same coin. This course presents both the tools and practices successful consultants use to manage both the process and the people. The engagement management component of the course focuses on three critical activities: 1) From RFP to scope to exit interview, managing the client, 2) Project planning across the boundaries that divide consultant and client, and 3) How to analyze, manage and report upon the financial components of a project, including project ROI. The second half of the course addresses the need for leaders to manage employees and other key stakeholders through transformational change, and the role the consultant plays in this process. By understanding the challenges of managing people through complex change, as well as the methodologies, tools and proven approaches of successful consultants, students can ensure enterprise-wide understanding, buy-in and collaboration throughout the transformation process.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5135. Innovation Intelligence: Plan, Build, Protect, and Monetize a Technology / Innovation Portfolio. 3 Credit Hours.**

Almost all firms want to be more innovative, however, few succeed at profiting from their innovations. Furthermore, some of the most interesting technological inventions are commercial failures. This course trains students in approaches to strategically manage an innovation or technology-focused organization or consultancy. Developing 'intelligence' in a domain requires accessing relevant information, analyzing it using appropriate approaches, and making informed strategic decisions based on your analysis. This course will demonstrate a number of tools and perspectives that are critical to strategically plan, coordinate, and make decisions relevant to innovation, research and development (R&D), and technology or new product development. You will learn to systematically assess R&D / technology trends and risks, scout for development opportunities, identify technology and product leaders and uncover their strategies, protect and leverage your portfolio of innovations/technologies, and build a coherent innovation plan that aligns with your organization's strategy.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5136. Principles of Strategy and Management. 3 Credit Hours.**

Whether you are interested in being a high-performing employee, a manager within an organization, an innovator, or a successful entrepreneur, understanding the core business principles of strategy and management is critical to helping you achieve your goals. This course will provide an overview of traditional as well as cutting-edge, innovation-focused perspectives and tools including: industry and stakeholder analysis, competitive advantage, business models, profitability, organizational design, and the evolving roles of managers and leaders. This is an introductory course for anyone without formal business training or education. It is utilized as an introductory course in a number of certificates and masters programs and can help individuals considering whether or not a Fox graduate degree is interesting or appropriate for them. NOTE: Not open to MBA students but available to all other majors / all schools and colleges.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Degree Restrictions:** May not be enrolled in one of the following Degrees: Master of Business Admin.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5137. Entrepreneurial Thinking and New Venture Creation. 3 Credit Hours.**

Whether students are aspiring entrepreneurs bent on launching new businesses or managers bent on growing profitable businesses, the module seeks students to "think big" and "think out of the box". The central focus of the module is on two key success factors: the entrepreneur; and his/her ability to create and recognize opportunities. It examines the concepts, skills and know-how, information, attitudes and alternatives that are relevant for entrepreneurs engaged in start-up and early-stage ventures, managers of new ventures within established organizations, and the relevant stakeholders. Key questions raised and answered in the module include: What are the key aspects of new venture creation process? Where can you look for new opportunities? How do you evaluate an opportunity? How do you generate, evaluate, and evolve your ideas? How do new ventures achieve growth? What are the key elements of deal structure? How should you structure a deal? What are the strategies for harvesting new ventures? What are the unique properties of entrepreneurs and their teams?

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5138. Global Innovation Strategy: Creating Agile, Innovative, Globally-Competitive Organizations. 3 Credit Hours.**

This course discusses innovation-based strategies as a source of competitive advantage as well as how to build and design agile / adaptive organizations that excel at innovation. Major topics include understanding how disruptive innovations impact industries, designing an organization that encourages innovation and embraces change, balancing performance and innovation demands, and organizing to take advantage of various sources of innovation. In addition, students will be exposed to a number of cutting-edge topics relevant to next-generation strategy: global R&D and emerging market innovation, organizational learning and knowledge management, and open innovation approaches that engage both your customer base as well as your value system to innovate and create unparalleled value.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5139. Lean Entrepreneurship / Innovation: Fast & Frugal Methods to Launch Startups & Test Innovative Ideas. 3 Credit Hours.**

The Lean Startup or Lean Launchpad methodology has transformed the way that entrepreneurship is taught and practiced and has even changed how the most innovative organizations in the world invent new products and services or reinvent themselves via innovation. In this experiential, hands-on course students will learn the 'customer-development' approach that serves as a counterpoint to traditional 'product development' undertaken in most organizations. Students will be immersed in the iterative (build-measure-learn) process and will learn how to accelerate the process via creative approaches to designing minimum-viable products, prototypes, and experiments. Furthermore, they will learn how to more systematically identify and test assumptions so that they can make decisions to pivot, proceed, or restart based on customer insights and evidence gathered.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5142. Business Model Innovation. 3 Credit Hours.**

A business model describes how an organization creates and captures value - a business model is like the DNA of an organization. Business model tools and perspectives have recently advanced at a dramatic pace and business model innovations are one of the most significant sources of industry disruption. This course uses the business model canvas methodology as well as the strategic revolution/blue ocean strategy approaches to generate rule-breaking business models. In addition, building on this business model foundation, we will explore theories of innovation characteristics, adoption, and diffusion to provide practical advice and techniques for finding first customers, implementing innovative ideas, and driving acceptance by modifying your products, services, and business model.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5144. Creativity Unleashed: Harnessing Creativity to Solve Real-World Innovation Challenges. 3 Credit Hours.**

We all face an innovation imperative - innovate or die. Innovation fuels our ability to be competitive - both on a corporate level and on a personal one. However, innovation remains elusive to many organizations and individuals. Students in this course will shift both their perspective and their behaviors as they learn a set of creativity tools that they will apply to real-world innovation challenges during class. This course delves deep into critical creativity topics like problem formulation, divergent thinking techniques, idea evaluation and convergent thinking, evolving ideas to increase impact and feasibility, and championing your ideas to find acceptance. No matter what career or profession you are going into, being familiar with creative approaches and techniques will help you to be more valuable, employable, innovative, and entrepreneurial. Developing your competencies in this area might be one of the most important investments you can make in yourself. Creativity has become one of the most sought after characteristics of employees and managers and is an important predictor of executive success. Creativity is not simply something you have, it is something that you can develop.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.



**SGM 5145. Plan, Pitch, and Fund an Entrepreneurial Start-Up. 3 Credit Hours.**

For many entrepreneurs securing funding is the most challenging phase of the entrepreneurial process. Although more options than ever before are available for early stage funding, a substantial portion of the entrepreneurial funding landscape involves appealing to potential investors. Increasingly accelerator programs, incubators, and a number of other key players in the entrepreneurial ecosystem are using the same criteria as angel and venture capital investors for selecting investment-worthy ventures. This course focuses on positioning and presenting your venture or concept such that it has the greatest chance to be funded. Your 'pitch' or investor presentation is a critical phase in the entrepreneurial process, and you should not underestimate how important it is to the success or failure of your company. The investor presentation is unlike any other business presentation you've done: investors are a most demanding and impatient audience. It's a fact that many companies that truly deserve to be funded don't get funded because they can't communicate what they have well enough to engage investors.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5147. Managing Social Networks Using Networks to Drive Productivity, Innovation, & Organizational Learning. 3 Credit Hours.**

Networks play a critical role in organizations functioning. Furthermore, driving successful change and innovation - whether a product launch or a social movement - requires understanding how networks carry or diffuse knowledge and ideas. The course will teach students about the importance of knowledge and networks in organizations, industries, and markets and will help them develop capabilities to leverage social networks for critical organizational outcomes. This course explores how social network analysis can shed light on problems of the development and diffusion of innovations, providing managers with a more effective and strategic way to address these problems. This includes basic social network methods to assess systematically how collaboration, innovation, and widespread application of an innovation are occurring - or not occurring. This course is designed to help entrepreneurs and innovators build effective collaborations within their organizations, appreciate barriers to innovation and adoption, and ultimately, drive change and innovation through networks - whether these be customer groups, organizations, or the public at large.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5148. Open Innovation and Managing Strategic Alliances. 3 Credit Hours.**

It is said that competition is no longer company-vs-company but business ecosystem against business ecosystem. Unbridled advances in technology, connectedness, globalization, and fragmentation of value chains across industries have transformed the relationship between companies, customers, partners, and competitors. Increasingly the knowledge and specialization required by firms to produce new products, gain new resources including strategic intelligence, and to place bets across nascent markets resides outside of firms' boundaries. To be successful in this context, firms - from established industry giants to entrepreneurial new ventures - must build comprehensive open innovation strategies that engage and mobilize external stakeholders to productive and innovative ends. This course addresses the distinct challenges and opportunities posed by the confluence of digital community (i.e. "the crowd"), powerful and expanding data gathering and analytics, and the ambiguous boundaries of successful modern firms.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5170. Special Topics. 1 to 6 Credit Hour.**

Special topics in Strategic Management.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may be repeated for additional credit.

**SGM 5180. Special Topics in SGM. 1 to 6 Credit Hour.**

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**SGM 5182. Independent Study. 1 to 6 Credit Hour.**

Only available to MBA/MS students. Course provides an opportunity for students to explore the creation of an idea for a new eBusiness, as well the planning and research involved in moving from the idea stage to the startup stage. This course involves preparation of a business plan on the new eBusiness idea. In addition, this course provides students with an on-going platform to develop and integrate concepts presented in previous and concurrent seminars. Prior to taking this course, students will be exposed to an entrepreneurship module in the Fall semester. This module is designed to provide students with an opportunity to present preliminary ideas for a new eBusiness endeavor to be expanded on during this course.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**SGM 5187. Future Franklins: Assessing the Feasibility of Innovative Business Ideas. 1.5 Credit Hour.**

Benjamin Franklin was one of the Founding Fathers of the United States but he was also an inventor and entrepreneur. Among other things he founded his own printing company, created the concept of the mail order catalogue, invented the bifocals and the lightning rod, was instrumental in forming both the first public library and first fire department, and is credited with coining the saying "do well by doing good." This course will help you find your inner Franklin as you explore a number of potentially viable business models in order to write a feasibility plan for an innovative new idea. Based on our partnership with the Technology Commercialization office, students will have access to a portfolio of Temple's patented, high-potential technology for their projects or they will have the option to work on their own ideas or technologies. Whether you want to start a new high-growth venture, explore a new business model within an existing company, or be a social entrepreneur this course will help you make this a reality.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**SGM 5190. Special Topics: General & Strategic Management. 1 to 6 Credit Hour.**

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**SGM 5282. Independent Study. 1 to 3 Credit Hour.**

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**SGM 5411. Organizational Strategy. 3 Credit Hours.**

To achieve business success, managers must develop the resources and capabilities needed to gain and sustain advantage in competitive markets. The way in which organizations attempt to develop such competitive advantage constitutes the essence of their strategy. This course introduces the concept of strategic management and considers the basic direction and goals of an organization, the external environment, industry and market structure, and organizational strengths and weaknesses. The emphasis of the course is on the development of gestalt thinking regarding organizational challenges, as well as the tools and methods required to address those challenges.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Co-requisites:** FIN 5411.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:** Minimum grade of C in BA 5412 and ACCT 5411.

**SGM 5501. International Management. 3 Credit Hours.**

This course is designed to present the break-through concepts to understand and address the complexities and opportunities associated with a turbulent global business context. For example, students will analyze the economic, financial, and human consequences resulting from the rise of emerging markets, the 2008 Global Financial Crisis, and the 2020 global pandemic. This 3-credit course will focus on the formidable challenges and opportunities in managing internationally for any manager, regardless of location (US or overseas). The course will draw from different disciplines to enhance management skills, cross-cultural literacy, negotiation, decision-making under uncertainty, and leadership, in particular.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5701. Project in Consulting. 3 Credit Hours.**

Develops problem solving and consulting skills as students work in 3-4 person teams on strategic problems for small, medium-sized and large international corporations in the Philadelphia area. An attempt is made to match up student interests with appropriate projects. Formal presentations are made to executives of participating companies. Note: Enrollment is limited to students in the IMBA program.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5702. Multinational Strategic Management. 3 Credit Hours.**

Conceptual and operational models of strategic planning examined in detail. Emphasis is on strategy formulation, implementation, and control of organizations of all types. An applied examination of recently developed techniques for assessing industry competitive forces and devising appropriate business strategies. Topics include: analysis of industry trends, recognizing types of industries, developing strategic maps of industry competitors, and learning to utilize industry information sources, among others. Students will be required to conduct an in-depth analysis of at least one industry.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5801. Contemporary Corporate Strategy. 3 Credit Hours.**

In this course, you'll increase your grasp of strategic management concepts as they relate to for-profit, not-for-profit and professional organizations. You'll enhance your ability to analyze an industry and develop relevant enterprise-level strategies. In particular, through several real-world case studies, you'll learn about cutting-edge developments in e-business and e-business strategies. You'll apply the concepts to organizations that you and other program participants work for or are interested in.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5882. Independent Study. 1 to 6 Credit Hour.**

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**SGM 5890. Special Topics. 1 to 6 Credit Hour.**

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**SGM 5901. Mng New/Small Enterprise. 3 Credit Hours.**

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 5902. Managing Bus Planning. 3 Credit Hours.**

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 9001. Seminar: Strategic Form - Environmental Analysis. 3 Credit Hours.**

A critical evaluation of the paradigms, theories, and research approaches as well as the current state of knowledge in strategic management. The courses focuses specifically on the theory and current state of research in the analysis of relevant environments and the subsequent formulation of strategy within corporate entities.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 9002. Seminar: Administrative Strategic Decisions. 3 Credit Hours.**

Design of systems to implement decisions. Examines concepts and theories of organizational design and processes required to transform strategic decisions into action and desired results. The current research literature in the area of organization decision making is emphasized.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 9003. Seminar: Management Control. 3 Credit Hours.**

Survey of control theory and research as it relates to organizational behavior. Examines managerial practices and organizational processes which have the potential effect of achieving strategic goals.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 9011. Proseminar in Strategy and International Business. 3 Credit Hours.**

The Proseminar is intended to give the doctoral students in Strategic Management and International Business concentrations a head-start on embedding themselves into the scholarly community at the Fox School, as well as to provide a platform for integrating their early coursework to their research interests and sharpen their vision for the chosen academic career. Specifically, the course attempts to provide an integrative framework to build your profile as an impactful academic. In particular, we will systematically go through the many roles that you will take on as an academic. We will also focus on developing your critical thinking skills in reading research papers, to provide an opportunity to assess your technical skills in empirical research and to build effective presentation skills. The course integrates the departmental seminar series to help you assimilate, critique, and leverage them to generate your own research ideas. The Proseminar culminates with a presentation of your vision statement and a proposal for your first summer research paper.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 9090. Spec Topic Strategy. 1 to 6 Credit Hour.**

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**SGM 9183. Directed Study in Mgt. 1 to 6 Credit Hour.**

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**SGM 9211. Theor Fndns in Entrepr. 3 Credit Hours.**

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**SGM 9212. Strategic Management of Technology and Innovation. 3 Credit Hours.**

This doctoral seminar provides an introduction to the phenomenon of innovation from the strategic management perspective. By introducing some of the basic theories and concepts of innovation research, this seminar serves as a foundation for building our understanding of how organizations create new innovations, engage in search, design their organizations optimally, and manage change. The emphasis of the seminar is on understanding the main theories on innovation and technology strategy and synthesizing research in this area. We will also develop skills to appreciate and construct theoretically rich empirical research designs.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.