



Korea University International Summer Campus (KU ISC) 2018

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June 26, 2018 ~ August 2, 2018

ISC129B - Strategic Management

I . Instructor

Professor : Dr. K. Praveen Parboteeah
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Office Hours : TBA

II. Textbook

Required Textbook : Thompson, A.A., Peteraf, M.A., Gamble, J.E. and Strickland, A.J. 2014. *Crafting and Executing Strategy: The Quest for Competitive Advantage* (20th edition). New York: McGrawHill Education. ISBN: 978-0078029509

Recommended Additional Readings : Business Week, Wall Street Journal, Economist, Fortune, Harvard Business Review and other business periodicals.



III. Course Description and Objectives

This course focuses on the role of a general manager of a company. Its purpose is to help you develop the skills that are necessary to diagnose problems and other critical issues in complex business situations and find realistic solutions to these strategic and organizational problems. The ultimate objective is to charter a course of action that will achieve the objective of sustaining a company's competitive advantage.

More specifically, the course aims to help you:

1. To draw from your other business knowledge base you have been accumulating from course work in accounting, finance, economics, marketing, and management to think of a business enterprise as a whole
2. To understand the various linkages among these various areas and how they affect a company's success
3. To learn skills in evaluating a company's internal and external environments which are necessary foundations for evaluating and formulating strategies
4. To attain skills in matching internal and external environments in order to formulate business level strategies
5. To understand business and corporate level strategies and the differences between the two levels
6. To evaluate corporate level strategies and formulate appropriate corporate level strategies

7. To learn how to apply the above skills to vicarious but realistic company experiences (cases) in order to formulate apt business and corporate level strategies
8. To provide you with the opportunity to improve crucial business skills – formal and informal oral discussions of business problems, business writing, team work, research, business presentation

IV. CLASS STRUCTURE

The class is structured so that you have the opportunity to apply the tools taught during lectures through case study analysis. Case studies provide you with real companies, situations, and problems they face. Careful case analysis will allow you to understand problems general managers face and how to deal with such problems.

In analyzing case studies, you should understand the company's position, identify its key strength(s) and weaknesses, understand the industry the company is in, and prescribe an action plan grounded in facts of the case. Typically, you should be able to answer these questions: What is the history behind the company? How has the company developed and grown over time? What industry situation does the company face? Is it an attractive or unattractive industry? How are industry conditions changing? Who are the company's competitors? How does the company position itself vis-à-vis competitors? Are there other potential competitors? What are the company's strengths and weaknesses? How are the company's strengths and weaknesses changing? Can the company rely on existing strengths for the future or does it have to develop new ones? What does a SWOT analysis reveal? What is the company's business level strategy? What is the company's corporate level strategy? What should the company do? Answers to 'what should be done' are contained in an action plan. The action plan should provide answers to the following questions: What is the issue? What needs to be done? Who will do it? When will it be done? How will it be done?

V. COURSEWORK, POLICIES, AND PROCEDURES¹

GRADING

2 Exams	40%
Case write-up (5)	25%
In-class exercises (7)	21%
Group Case	8%
Presentation	6%

EXAMS

Two exams have been scheduled for this class. The examination will follow a multiple choice format and a case. All exams will be non-cumulative and closed book/notes. Test materials for exams will come from the textbook, lectures, discussions, video clips, case presentations, and other topics discussed in class. You will first need to take a multiple choice exam. For the second part of the exam, you will need to answer some case questions.

CASE WRITE-UPS

¹ Hints on doing well in this class: Come to class prepared. Attend class regularly. Read the assigned chapters before coming to class. Don't be afraid to ask questions and share your opinion with the class: remember, participations cards are easy to get and delaying your participation will only make it harder at the end. Prepare study questions. Prepare for exams. And, ALWAYS ask if in doubt.

Eleven case write-ups have been assigned during the summer semester. You will need to produce a report answering the two questions **in bold for FIVE CASES**. Your response should be typed and should not exceed THREE PAGES DOUBLE-SPACED. You cannot submit more than FIVE cases. If your group is presenting that day, you CANNOT complete the case write-up.

IN-CLASS EXERCISES

There will be regularly scheduled in-class exercises ranging from discussion questions to experiential exercises. These can only be completed in class. You will not get credit if you are absent.

GROUP CASES: REPORT AND PRESENTATION

The class has already been assigned to 13 different groups. For each class session, a group has been assigned a case. It is the responsibility of the group to collaborate and prepare a report answering the questions listed. The report should NOT exceed 12 pages double-spaced. However, there are no limits on appendices. The group should also prepare a power point presentation for the class. The presentation should last about 45 minutes. Presentations significantly shorter or exceeding 45 minutes will be penalized.

You are also expected to update the case and present the latest findings.

FINAL RULES/NOTES

- Please make sure to turn off your cell phones or pagers before class. Laptop use IS NOT allowed during class time. Please make sure to keep your laptops in your bags.
- This class follows a discussion rather than a lecture format. All students are expected to contribute actively to the discussions.
- Assignments can only be collected in class (unless otherwise noted). Assignments will NOT be accepted if you are not in class.
- To get the most out of this class, you should come prepared. Read the assigned material, cases, etc. and be ready to share your findings in class. I encourage you to use the internet to research the companies and issues to get the most updated information.
- Any breaches of academic dishonesty detected will be pursued to the fullest extent of the university disciplinary guidelines. Do not cheat or plagiarize. Submit your original work unless it pertains to the group project. See Code of Conduct at the end of this syllabus.
- This syllabus is only tentative and may be subject to change.

VI. Class Outline

Date	Topic	Chapter
June 26 (Tue)	Orientation Day	
June 27 (Wed)	Class syllabus/Introductions etc.	
June 28 (Thu)	What is strategy? Why bother with strategy? Why is ethics so critical today? What are some dangers of being unethical? Why is strategy execution so important? What make a strategy a winning strategy? What are the functions of a mission? What are the dangers of having a broad/narrow vision? Why is profit not included in mission? How easy is it to set objectives? At what organizational levels are objectives needed? What is the difference between a strategic objective and a financial objective? Which objective takes precedence? What is strategic intent? What is a corporate strategy?	1/2

June 29 (Fri)	Why should we study the industry? What are some of the economic elements of the industry? How can we study the competition? What are each of the Porter's five forces? What are driving forces? What information do driving forces provide? What are strategic groups? What information does the strategic group map provide?	3
July 2 (Mon)	What are strengths and weaknesses? How can we identify competitive strengths and weaknesses? What are some of the essential characteristics of strengths to sustain competitive advantage? What are opportunities and threats? What is the value chain? What information does the value chain provide? What information can we get from the company situation analysis? What information does the value chain for the industry provide? Why is hard to determine the value chain for competitors?	4
July 3 (Tue)	Describe each of the five generic strategies. When is a low cost strategy more desirable than a differentiation strategy? When will a focus strategy fail? What are broad differentiation strategies? What is a best cost provider? What is a best cost provider the most appropriate strategy?	5
July 4 (Wed)	What are offensive and defensive strategies? When should companies favor an offensive strategy over a defensive strategy? What is vertical integration? What are some of the advantages and disadvantages of vertical integration? What is a first mover advantage? What are the bases of first mover advantages? When can first mover advantage turn to disadvantage? Describe the example of a company that succeeded because it was a first mover.	6
July 5 (Thu)	Exam 1 - Chapters 1-6	
July 9 (Mon)	Chapter 7 - Why do companies expand into foreign markets? What are some of the factors encouraging companies to globalize? What is the difference between multi-country and global approaches to international strategy? When is a global strategy more desirable than a multi-country strategy? What are some of the strategic options to go international? Select two options and discuss two advantages and two disadvantages. Why are strategic alliances so popular nowadays? What are some advantages and dangers of strategic alliances?	7
July 10 (Tue)	Chapter 7 Continued	
July 11 (Wed)	What is business ethics? How is business ethics related to competitive advantage? What are some approaches to managing business ethics? When are companies/individuals most likely to act unethically? Is ethical behavior universal? How can a company's ethical conduct be managed? What is the ethical culture approach? How can it implemented? Why is it so important for a company to be ethical?	9
July 12 (Thu)	Chapter 7 and 9 wrap-up	
July 16 (Mon)	What are the key elements of strategy execution? What are the key aspects to pay attention to in order to properly hire,	10

	train and retain employees? How can the company build and upgrade its resources? How can core competencies and capabilities be built? What is organizational structure? How can the organizational structure shape the strategy? How can the strategy shape organizational structure? Which should come first: strategy or structure? What are the advantages of functional structure? When is a product structure more desirable than a functional structure?	
July 17 (Tue)	Why do companies need appropriate resource allocation? How does well-conceived policies and procedures facilitate strategy execution? How can companies identify best practices? What are some examples of ways to identify best practices? Why is it critical to install information systems? What benefits can IT systems bring to companies?	11
July 18 (Wed)	What is corporate culture? How does corporate culture affect employee behavior? How is corporate culture linked to ethics? How can top management shape corporate culture? How can culture aid strategy execution? What can managers do to change culture?	12
July 19 (Thu)	Exam 2 - Chapters 7-12	