

**Strategic Management**

MGT511E: Fall 2015

Monday/Wednesday 1:00pm – 2:20pm

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Office hour: Wednesday/Friday 2:30-4:00 (or, by appointment)

**I. Course Description**

Modern corporations have been playing a crucial role for the local and global economies. People around the world now become main consumers as well as employees and other types of stakeholders of many globalized and local corporations. Knowing the nature and the behavior of modern, particularly globalized corporations is now very critical to become “sound” global citizens, particularly who endeavors to be future corporate leaders.

To this end, this course is to motivate you to consider what the key natures of the modern corporation are, how the modern corporations behave and why, and what could be the economic and social consequences of such corporations’ behavior.

Strategic management of modern corporations is a key theoretical approach in this course. From a strategic-management perspective, top managers of modern corporations who lead corporate expansion and globalization ultimately attempt to address the following questions: 1) What should a firm do for performing better than competing firms, 2) how can the firm sustain such an outperforming status in the long run, and 3) how can the firm implement the decisions made over the aforementioned questions?

To this end, top managers formulate and execute strategies for sustainable competitive advantages. That is, strategic management is concerned with a firm’s 1) achieving “competitive advantages” (i.e., the status of outperforming rival firms), 2) sustaining such competitive advantages in the long run, and 3) executing “strategies” formulated to achieve and sustain competitive advantages. Since firm strategies guide resource allocations within a firm, the ‘visible hand’ of top managers substitutes for the ‘invisible hand’ in the market as a mechanism in allocating firm resources. This identifies the uniqueness of theoretic issues of strategic management.

## **II. Course Purpose**

This course is to develop students' skills in analyzing complicated business situations and applying their learning experiences into the real business world. Mainly through case study, this course will expose students to diverse managerial contexts: large and small organizations, manufacturing and service industries, growing and mature firms, domestic and international settings. In this course, students are encouraged to act as if they were top managers of the case firms, or key advisors to the business leaders.

## **III. Course Methods**

**Lecture:** Lecture is to motivate students to consider theoretic frameworks and specific theories that assist to analyze various issues of strategic management. For lecture class, students are encouraged to read the textbook and class handouts.

**Textbook:** ***The Management of Strategy Concepts*** by Ireland, Hoskisson, & Hitt (10<sup>th</sup> ed. – International Edition) South-Western (Should be available at the school bookstore)

Lecture notes and supplementary handouts should be available at "lecture forum" under the "public folder" on your school e-mail website.

**Case study:** Case studies will supplement lectures. It is very essential to prepare the assigned cases to actively participate in case discussion. Through case study and discussion, students can exercise their knowledge on strategic theories learned from lecture. To this end, each student should read assigned cases thoroughly and write up the answers to the questions provided regarding the cases (no more than two pages (A4) or five power-point slides). This course encourages students to lead case discussion in group. Each group in turn should prepare for leading case discussion in a manner that instigates strong interactions in class. Details of individual case write-up and leading group discussion are available in the next section.

**Group project and presentation:** Group projects for a written report and oral presentation are also critical to learn strategic management. This course requires one final group projects. For the final project, each group should choose one company **by the mid-term period** and write a business case to conduct the strategic analysis of the company for potential strategic recommendations. Details are available later.

**IV. Grading Policy**

Class Participation	20%	200
Case Analysis (6 cases)	30%	300
Final Group Project	50%	500
Group Case Presentation	25%	250
Group Written Case	25%	250
Article Reading & Analysis (8 articles)	Bonus Marks	20 EA

**Class participation (20%):** A *big emphasis* of this course is on the degree of each student's contribution to the class. This includes leading active case discussion, raising interesting questions, bringing in any new materials relevant with chapter readings and cases, inviting guest speakers, and whatnots. As such, class meetings of this course will be a venue to seek for better strategic answers rather than 'right' answers. Careful debate, creative ideas, and professional communication will be highly appreciated.

**Case analysis (30%):** After lecture on each chapter, we discuss cases from the business world. We have six cases. Study questions about each case are designed to help focus our discussion. You are required to submit typed answers to the case questions before class discussion. Each case analysis is worth 50 points. Each case write-up is limited to 2 pages including the tables and figures, if necessary, or 5 power-point slides. [The case analysis could be discussed in group, although the written analysis should be prepared and turned in individually. If your group leads class discussion, you don't have to turn in individual analysis, but in group after class discussion.]

**Final group project (50%):** Each group is also supposed to do its final term-project in which your group writes a business case of a chosen company for potential strategic recommendations. Specifically, each group will prepare for a presentation on long-term strategic planning of a selected firm with the related conditions and goals. The theme of this project is developing 5-10 year long-term strategic plans to accomplish strategic goals (e.g., increasing the revenue at least 3 times within 5-10 years). The strategic plans should include both business and corporate level strategies for the selected divisions and the corporation as a whole.

For this final project, each group should complete two things: **1) oral presentation on the project results (25%)** and **2) submission of written case (25%) with presentation**

**slides.** Each group will prepare about 25-minute long presentation for its oral presentation that should be conducted at the end of the semester. Written case should be a regular format for paper reports (about 10-15 (A4) pages with 12-font size including tables and figures). Electronic version is acceptable for submission. Although grade will be given to each group, each student's project grade will ultimately be determined on the basis of group members' peer evaluations.

**Article reading & analysis (bonus marks with 20 points per analysis):** To motivate our discussion on the lecture materials, the class will assign articles from business magazines such as Harvard Business Review. Students are supposed to summarize the article and insert review comments on the assigned article within 1 page while posting their write-up before lecture.

**Grade scheme:** Your final letter grade will be determined as follows:  
 $A^+ > 990$ ;  $A \geq 900$ ;  $A^- \geq 800$ ;  $B^+ \geq 750$ ;  $B \geq 650$ ;  $F < 650$ .

#### **V. Other Course Policies**

**Absence Policy:** Attendance is mandatory. Each absence after the 1st week will cost you 1% of your total grade. **More than 3 absences** will result in a failing grade.

**Assignment submission policy:** No assignments will be accepted after the due date. All assignments must be typed and prepared in a professional manner.