

# Strategic Management

(IM514, Summer 2017)

Class Hours: **Mon., Wed., & Fri. 09:00~12:50**

Venue: **S402**

Instructor: **Ji-Hwan Lee**

E-mail: **ihwanlee@business.kaist.ac.kr**

Ext. **3616**

Office: **S568**

Office Hours: **By appointment**

## 1. Course Objectives

This graduate-level, condensed course aims to provide theoretical and practical frameworks that enable current and future managers to formulate and implement effective strategies through the following processes:

- Understanding roles and responsibilities of top managers for generating corporate visions and making strategic decisions to enhance stakeholder values.
- Acquiring useful knowledge and analytical skills for making business-level strategies to gain competitive advantage in a single market or industry.
- Acquiring useful knowledge and analytical skills for making corporate-level strategies to gain competitive advantage by operating in multiple markets or industries simultaneously.
- Understanding critical issues in strategy implementation, and reviewing prominent tools for organizational design and performance evaluation suggested by academics and practitioners.

## 2. Texts and References

### <Texts>

- Handouts: Lecture slides and (if necessary) additional readings
- C. W. Hill, G. R. Jones & M. A. Schilling. *Strategic Management Theory: An Integrated Approach* (latest edition). Cengage Learning.

### <References>

- R. M. Grant. *Contemporary Strategy Analysis* (latest edition). Blackwell Publishing.
- R. D. Ireland, R. E. Hoskisson & M. A. Hitt. *The Management of Strategy: Concepts and Cases* (latest edition). South-Western College Publishing.

### 3. Course Structure & Teaching Methods

This course will be run basically by conceptual reviews and case studies on crucial issues regarding business and corporate strategies in the global marketplace. **You are urged to participate in the class discussion proactively so that you can improve thinking capabilities as well as communication skills.**

Lecture slides will be distributed through the KLMS (KAIST Learning Management System) followed by visualization in class. Cases and/or articles outside the texts may be distributed occasionally during the semester. Video clips may be also shown if necessary for lecture and discussion.

### 4. Course Requirements and Assignments

#### 1) Written Test

**We will have one written test at the end of the semester.** The instructor will try to reduce your the burden on the exams, making you spend some more time for pre-class readings and group projects. However, your instructor reserves the right to add additional tests if the overall class performance is not satisfactory. More details about the exams will be provided in class.

#### 2) Individual Contribution to In-class Learning

The quality of each class will be determined mainly by your individual effort. Our class will be run by interactive discussion rather than unilateral lectures. Thus, you are expected to read assigned materials before class, **should be eager to proactively but politely discuss relevant topics in class, and should expect to be periodically called upon to answer or provide other inputs.** Valuable comments from individual participants including your instructor will be a major component of your class performance. Further instructions will be provided in class about how to make valuable comments.

Your instructor will grade your class participation in terms of discussion, reaction and disturbance in every class. **It will be extremely difficult for you to get an A grade without making good comments more than 10 times during the entire semester.**

#### 3) Group Work

**Groups of students are to be formed and noticed** as soon as possible during the early weeks of the half-semester. Your group should present your analyses and suggestions of an assigned case, specifically answers to the questions that will be given by the instructor beforehand. In addition, your group and your instructor will be leading and facilitating in-class discussion following your presentation. You may

want to utilize PowerPoint™ and various graphical tools. **Presenters of a specific case study class will automatically act as challengers for the next one.**

Most of the cases that will be assigned for your group work are from some real situations in the companies. However, you are advised to focus more on analyzing the problems and finding creative solutions based on the cases at hand, rather than making huge efforts to gather additional information about the companies and related issues.

In making your slides for presentation, I suggest you follow the sequence below (suggested number of pages):

- **A “very” brief overview of the company (2~3)**
- **Analyses and answers to the questions (9~10)**
- **Recent performance and updates on the relevant issues (3~4)**
- **Key lessons from the case (1)**

After the presentation, please see me briefly and get some comments, revise your slides, and **post them (in MS PowerPoint format) on the Lecture Forum** as soon as possible.

## **5. Assessment and Grades**

Average grade varies significantly depending on both how diligently you prepare for classes and how actively you contribute to in-class learning environment during the entire course. Your grade for the course will be a weighted average of the following items:

- Written Test: 30/100
- Class Participation: 30/100
- Group Work: 40/100
- Attendance: Minus 1 point for each session (1~1.5 hours) of absence. “Fail” if you miss  $\geq 30\%$  of sessions.

In case you conduct unethical behaviors including the followings, you will fail in this course regardless of your performance in other activities.

- Cheating in written tests
- Plagiarizing previous work or literature (without citation) for your presentation
- Fake attendance

## **6. Key Contents and Schedule** (Relevant chapters in Hill & Jones’s textbook)

### **Session # 1 (Mon, June 5<sup>th</sup>)**

- Course Introduction
- Fundamentals in Strategic Management (Ch. 1)
- Strategic Leadership and Decision-Making (Ch. 1 & 11)

**Session # 2 (Wed, June 7<sup>th</sup>)**

- Analysis of External Environment (Ch. 2)
- Analysis of Internal Resources and Capabilities (Ch. 3)
- Case: HUGE

**Session # 3 (Fri, June 9<sup>th</sup>)**

- Generic Strategies (Ch. 4, 5 & 12)
- Competitive Rivalry (Ch. 5)
- Case: Cola Wars

**Session # 4 (Mon, June 12<sup>th</sup>)**

- Strategic Innovation (Ch. 5 & 6)
- Global Strategy (Ch. 8 & 13)
- Case: CJ E&M

**Session # 5 (Wed, June 14<sup>th</sup>)**

- Vertical Integration (Ch. 9 & 12)
- Corporate Diversification (Ch. 10 & 12)
- Case: Disney and Pixar

**Session # 6 (Fri, June 16<sup>th</sup>)**

- Mergers & Acquisitions (Ch. 10 & 12)
- Achievement Test

※ **Note:** This syllabus may be slightly altered according to some factors including unexpectedly emerging events in the global business environment and the actual size of the class.