

STRATEGIC MANAGEMENT

(MGT511A, Fall 2017)

Class Hours: **Tue & Thu 10:00~11:20**

Venue: **402**

Instructor: **Ji-Hwan Lee**

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

Ext. **3616**

Office: **S568**

Office Hours: **By appointment**

1. Course Objectives

This graduate-level course aims to provide theoretical and practical frameworks that enable 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. *Theory of Strategic Management* (Asian Version of *Strategic Management Theory: An Integrated Approach*) (latest edition). South-Western.

<References>

- R. M. Grant. *Contemporary Strategy Analysis* (latest edition). Blackwell Publishing.
- R. A. Burgelman, C. M. Christensen & S. C. Wheelwright. *Strategic Management of Technology and Innovation* (latest edition). McGraw-Hill/Irwin.

3. Course Structure & Teaching Method

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 Lecture Forum 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 or two written tests during 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) Individual Assignment

Specifically for case studies, you should write down your own answers to the questions attached to each case except the one your group presents in the class. There is no strict format for that assignment, but try to make your answers shorter than two A4 sheets. My assistant will collect your answer sheets right after every class.

4) Group Work

Groups of students are to be formed and noticed as soon as possible during the early weeks of the 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:

- Class Contribution: 25/100
- Individual Assignment: 25/100
- Group Work (Case Study Facilitation): 25/100
- Achievement Test: 25/100
- Attendance: Minus 1 point per session. “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. Contents (Relevant chapters in Hill & Jones’s textbook)

- 1) Course Introduction
- 2) Foundations of Strategic Management (Ch. 1)
- 3) Corporate Vision and Goals (Ch. 1)
- 4) External Analysis (I): Industry Structure (Ch. 2)
- 5) External Analysis (II): Competition (Ch. 2)
- 6) Internal Analysis (Ch. 3)
- 7) Business Strategy (I): Cost Leadership (Ch. 4 & 5)
- 8) Business Strategy (II): Differentiation (Ch. 4 & 5)
- 9) Strategic Innovation (Ch. 5)
- 10) Industries and Strategies (Ch. 6)
- 11) Corporate Strategy (I): Vertical Integration and Diversification (Ch. 9 & 10)
- 12) Corporate Strategy (III): M&As and Strategic Alliances (Ch. 9 & 10)
- 13) Corporate Stakeholders and Governance (Ch. 11)
- 14) Strategy Implementation (Ch. 12)

※ **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.

STRATEGIC MANAGEMENT

(MGT511E, Fall 2017)

Class Hours: **Tue & Thu 13:00~14:20**

Venue: **101**

Instructor: **Ji-Hwan Lee**

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

Ext. **3616**

Office: **S568**

Office Hours: **By appointment**

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Course Syllabus

(KAIST Techno-MBA)

Financial Management

Fall 2017

Professor: Dr. Sekyung Oh

Office: #502 School of Business Building , Konkuk University

Office Phone: 02-450-3641

Lecture Hour: 19-22 Monday

E-mail: skoh@konkuk.ac.kr

Course Description

The course introduces financial concepts, terminologies and analysis. It provides a basic framework and principle for analyzing financial circumstances with emphasis on the investment and financing decisions of corporations. Topics include time value of money, capital budgeting techniques, risk-return trade-off, cost of capital, valuation of financial securities, and capital structure policy among others.

Course Objective

The objective of this course is two-fold. One is to provide the students with the basic finance concepts and techniques for analyzing business situations that firms face. The other is to help the students to understand and communicate with the capital markets and senior or top management people.

Course Materials

Ross, Westerfield, Jordan, Lim and Tan: Fundamentals of Corporate Finance, Asia Global Edition , 2016

Financial Calculators

Financial calculators are widely used today in the business world. You can use The Texas Instruments BA-II Plus or Hewlett Packard 12C, etc. They are more accurate and faster than financial tables and have many built-in functions for calculating financial problems easily and quickly. Engineering calculators will be also fine. You can use EXCEL spreadsheets at home but not in offline class exams.

Prerequisites

There are no prerequisites for this course

Grading

The grade will be split up as follows:

Midterm Exam	35%
Final Exam	35%
Quizzes	20%
Attendance	10%
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Total	100%

Exams

All exams will be open book and taken in a class room. Questions are only multiple choice types like quiz questions. **IMPORTANT**: I do not accept any excuses for not taking exams. There is no make-up exam.

Quizzes

At each week, you should submit the answers **with your own explanations** to the quiz problems which are located at the last slide of each lecture note before the next lecture starts. If you were to just hand in answer keys (for example, 1. A, 2. B, etc.), it will not be accepted.

Assigned Problems

In the course outline of next page, you can find the assigned problems for each chapter you should try for yourself. The problems numbers are taken from the section of **QUESTIONS AND PROBLEMS** given at the end of each chapter of our textbook. I strongly recommend you to try all the problems assigned at each chapter. You do not have to submit your answers. Solutions will be posted within a week after each lecture.

COURSE OUTLINE

Week	Subject	Readings/Problems
1	Introduction	Chapter 1
2	Financial Statements & Cash Flow	Chapter 2: (8-13)
3	Working with Financial Statements	Chapter 3 : (3, 4, 7, 13-15, 17)
4.	Long-term Financing Planning and Growth	Chapter 4 : (1-3, 12, 14)
5.	Time Value of Money and DCF Valuation	Chapter 5: (1, 6, 7) & Chapter 6 : (6, 8, 10, 12, 13, 20)
6	Bond Valuation	Chapter 7: (1-5, 9)
7.	Stock Valuation	Chapter 8: (4-8, 11, 15)
8	Midterm Exam: In-Class, Open Book	
9	NPV and Other Investment Criteria	Chapter 9: (3, 5-8, 12, 16)
10	Making Capital Investment Decisions	Chapter 10: (1, 4-11, 13-15) & Chapter 11: (5, 6)
11	Risk and Return	Chapter 13: (13, 15, 17, 19)
12	Cost of Capital	Chapter 14: (1, 2, 7-9, 14-17)
13	Raising Capital	Chapter 15: (1, 4, 8)
14	Capital Structure Policy	Chapter 16: (10-15)
15	Dividend Policy	Chapter 17: (1-3, 6-7)
16	Final Exam: In-Class, Open Book	



(This is a preliminary version. A more detailed syllabus will be distributed on the first day of class.)

PMB604/MGT604
Human Resource Management Systems and Strategy

Fall 2017

Tuesdays 7:00 ~9:50 pm

Instructor: Prof. Eun-Suk Lee
Email: eunsuk@business.kaist.ac.kr
Office: S434
Office hours: By appointment

Course Description

While employees have always been central to the functioning of organizations, today they have taken on an even more critical role in the building of a firm's competitive advantage. We use a lot of words to describe the importance of employees to organizations. The term "human resource" implies that people have the capacity to drive organizational performance (along with other resources such as money, materials, information, and the like). The effective employment of human resources in order to enhance company performance and success through employee and customer satisfaction, innovation, productivity, and the development of a reputation in the firm's community is the essence of human resource management (HRM).

HRM refers to the policies, practices, and systems that influence employees' behavior, attitudes, and performance. HRM practices include analyzing and designing work, determining human resource needs (planning), attracting and choosing employees (recruiting and selection), teaching employees how to perform their jobs and prepare them for the future (training and development), rewarding employees (compensation), evaluating performance (performance management), and creating a positive workplace (employment relations). Our focus in this course is on the management of human resources in a way that is consistent with the goals and policies of the firm. We will explore the content and the process issues surrounding the management of human assets. Because there exist a wide variety of ways in which to examine human resource management, here are three clarifications about the approach we will take in this course:

- This course will approach personnel and HRM issues and challenges from the general manager's perspective. In most medium-sized and large organizations, personnel or human resource management is a staff function. The efficient and ethical employment of human resource policies and practices, however, is a general management responsibility. In smaller organizations, there may be no human

resources staff available and thus every employee is expected to develop and implement policies and practices that relate to managing human assets within the firm.

- This course will approach the management of human assets from a strategic perspective. As such, we will consider the relationship between practices and processes of managing people in firms and the context (e.g., industry, environment, society) in which these practices take place. The nexus of this course, however, remains human resource management rather than strategy. The individual level issues regarding HRM, that is, how each employee would think, feel, and behave in a certain context of an HRM system will be also covered.
- This course will combine HR theory and practice as it looks at basic HRM, including current and emerging trends and issues. This is because an understanding of the management of human resources requires us to reach back to basic economic, social, and psychological factors that influence the employment relationship. We will mix rigorous analysis, up-to-date research findings, and case material.

Course Objectives

Readings, assignments, and cases will be used to highlight issues and problems that face organizations as they create and implement policies to strategically manage their human assets. By completion of the course, you will have:

- A familiarity with current theoretical models and topics in strategic HRM, such as alignment, core competencies, fit, and organizational culture;
- A familiarity with strategic human resource practices such as selection, training, development, performance appraisal and compensation, and the role each can play in an organization;
- The ability to apply these concepts directly to real world situations;
- Skills to identify, evaluate, and resolve a variety of issues relating to the management of human assets.

Course Materials

There are three types of reading materials required for this course:

- **Textbook.** Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. *Human Resource Management: Gaining a Competitive Advantage*, McGraw-Hill.
- **Cases.** You can purchase the hardcopies of the HBSP business cases for this course at the school copy room.
- **Supplementary readings.** For some sessions, other than textbook and cases, supplementary readings will be required. These readings will be posted on the course website.

Course Requirements and Grading

Your final grade will depend on your achievement in the following course requirements:

- Class participation/activities
- Leading case discussion
- Individual/team memo
- In-class exam

Topics to Be Covered (*subject to change*)

- Introduction to Human Resource Management
- Strategic Human Resource Management Framework
- Diversity
- Recruitment and Selection
- Training and Development
- Performance Management
- Compensation
- Work-Family Balance
- Organizational Culture
- Global HRM