

ITM 540: Strategy for Innovative Business
Course Syllabus
Fall, 2020

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Course Description and Learning Objectives

This class introduces students to the core concepts of strategic management for technology-intensive industries. The topics covered include, but not limited to, business strategy frameworks, implementation of strategy, value chain analysis, blue/red ocean strategy, acquisitions, outsourcing, IP strategy, platform strategy, and product strategy. The learning objective of this course is to help students to understand many different strategic frameworks and concepts so that they are better prepared to apply these concepts to real technology-based companies.

Expected Learning Outcomes

Through project assignments and discussions, students will be able to internalize the strategic concepts and to develop structured thinking for their future strategic business applications. The instructor will challenge students to participate in the class discussions and to share their ideas and thoughts through project and case studies. Upon the completion of this class, students should have

- acquired the basic understanding of key strategy concepts and skills in applying these concepts to real business cases to describe and discuss the viability of their business strategies.
- learnt how to network and gather information from diverse communities: KAIST, other universities, government organizations ...
- improved English skills in respect to listening to lectures, presentations, and class participation

Distance Learning Format

We will use ZOOM for lectures. Students are expected to use ZOOM to make presentations related to individual assignments and group project. All lectures will be conducted live during the regular class time.

References:

There is no single textbook for this class. Lectures will be drawn from many different sources including the list provided below. A list of books and articles that are useful for this class is provided below:

Recommended Readings

1. Geoffrey Moore (1999), ***Crossing the Chasm***, Harper Business
2. Michael Cusumano (2004), ***The Business of Software***, Free Press
3. David Dranove and Sonia Marciano (2005), ***Kellogg on Strategy***, Wiley
4. Charles Hill and Gareth Jones (2008), ***Strategic Management: An Integrated Approach***, 8th edition, Houghton Mifflin
5. Walter Kiechel III (2010), ***The Lords of Strategy***, Harvard Business Press
6. David Teece (2009), ***Dynamic Capabilities & Strategic Management***, Oxford
7. W. Chan Kim and Renee Mauborgne (2005), ***Blue Ocean Strategy: How to Create Uncontested Market Space and Make Competition Irrelevant***, Harvard Business Review Press
8. Mark Blaxill and Ralph Eckardt (2009), ***The Invisible Edge: Taking Your Strategy to the Next Level Using Intellectual Property***, Portfolio (Penguin Group)
9. Jakki Mohr, Sanjit Sengupta, and Stanley Slater, ***Marketing of High-Tech Products and Innovations***, 3rd Edition, Pearson
10. Melissa Schilling (2013), ***Strategic Management of Technological Innovation***, McGraw Hill

Additional Readings:

1. David Mock (2005), ***The Qualcomm Equation***, AMACOM
2. Carl Stern and Michael Deimler (2006), ***Boston Consulting Group on Strategy***, Wiley
3. Sea-Jin Chang (2008), ***SONY Vs. Samsung***, Wiley
4. Chares House and Raymond Price (2009), ***The HP Phenomenon***, Stanford University Press
5. Henry Chesbrough et al (2006), ***Open Innovation – Researching a New Paradigm***, Oxford
6. Carl Shapiro and Hal Varian (1999), ***Information Rules: Strategic Guide to Network Economy***, Harvard Business School Press
7. Adam Werbach (2009), ***Strategy for Sustainability***, Harvard Business Press

8. Henry Chesbrough, Wim Vanhaverbeke, and Joel West (2006), *Open Innovation – Researching a New Paradigm*, Oxford University Press,

Course Requirements:

There will be four case studies and group presentations for class discussion and a final exam:

Group Project	30%
Three Assignments:	45%
Class Participation	15%
Class Attendance	<u>10%</u>
Total	100%

Class attendance: If you miss up to three classes, you will receive full 10% credit. Beyond that you receive 0%. I will also enforce KAIST policy in that missing too many classes will result in automatic grade F. Attendance will be taken starting on the first class following the last add date (TA will let you know the exact date)

There will be 40% penalty for late assignment. Student must hand-in late assignment within one week of its original due date. No late assignment will be accepted after that time.

Tentative Course Schedules

Week 1:

Introduction, Disruptive Technology, Industry Evolution, Basic Strategy Concepts

Read: Handouts and Lecture Materials

Week 2:

Vision and Mission, Evolution of Strategy Thinking, Value Creation

Read: Handouts and Lecture Materials

Week 3:

Core Competency, RBV, Five-Force Model

Read: Handouts and Lecture Material

Week 4:

Assignment 1 Due and Student Presentations

Business Strategy, Value Chain

Read: Handouts and Lecture Materials

Week 5: NO CLASS

Week 6:

Outsourcing, Delta Model

Read: Handouts and Lecture Materials

Week 7:

Dynamic Capabilities, MSP, Network Effects

Read: Handouts and Lecture Materials

Week 8: No Mid-term Exam

Week 9:

Assignment 2 Due and Student Presentations

Strategy of Software Companies,

Read: Handouts and Lecture Materials

Week 10:

Special Topic

Product Strategy

Read: Handouts and Lecture Materials

Week 11:

Value Innovation, IPR Strategy

Read: Handouts and Lecture Materials

Week 12:

Assignment 3 Due and Student Presentations

Corporate Strategy

Read: Handouts and Lecture Materials

Week 13:

M&A, Global Strategy

Read: Handouts and Lecture Materials

Week 14: Special Topic

Week 15: Final Group Project Presentation

Week 16: No Final