



[BUS308B] Strategic Management, Fall 2024

Contact Hours

Course Title	Strategic Management
Course Code	
Credit Hours	3
Semester & Year	Fall,2024
Pre-requisites	None


Contact Hours

Class Type	Days	Time	Room
Lecture	Friday	09:00~12:00	Online

Instructor Details

Instructor	Yongwook Jun
Room	
Consultation Hours	
Email	junyw@gmail.com
Telephone	82 – 10 – 5274 – 0761

Mission Map

 Mission Based Goals	Approximate % of Course Content	Approximate % of Assessment
Global Perspective	30%	30%
Asian Expertise	10%	10%
Creative Management Mind	40%	40%
Cross Cultural Communications	10%	10%
Social Responsibility	10%	10%
Total	100%	100%

Solbridge Mission

SolBridge International School of Business strives for

excellence in education the next generation of Asian thought leaders. Through research and scholarship we seek to contribute to and enrich the understanding and practice of management within the for-profit, not for-profit and governmental environments. Through our teaching and engagement with the business world, and with the support of our staff, we aspire to cultivate our students owning Global perspectives, Asian Expertise, Creative management foundation, Cross-cultural competence and Social responsibility.

Learning Objectives

Following successful completion of the course, students will have better understanding of the followings.

1. Key concepts, model and tools for strategic management
2. Application of strategic concepts to actual business practices
3. Nurturing Strategic Mind

Teaching Methodology

The course is a combination course of lectures and business cases. As such, strong student participation in the class discussion is required. Business lectures on some basic issues, in-class group exercises as well as group case analyses will be used to enrich the course materials. Students are expected to be a member of one of case analysis groups.

Course Materials and Readings

Text book: Essentials of Strategic Management, 8E, McGraw-Hill;2023

Articles and cases packet

Online Textbook Link:

<https://estore.mheducation.com.sg/redeem/006PE00000EHUmPYAX>

Assessment Method

There are five components to assessment in this class.

Component	Weight
1. Midterm Examination	20%
2. Final Examination	30%
3. Team Case Analysis	30%
4. Class Attendance/Participation	20%
Total	100%

Midterm Examination (20%)

The examination will be for 75 minutes and will cover the concepts discussed in class. It will be a multiple choice type exam in the open book format.

Final Examination (30%)

The examination will be for 75 minutes and will cover the concepts discussed in the whole semester. However, the portion of after midterm exam will be 60% and that of before midterm 40%.

Team Case Analysis (30%)

Team case analysis is a competitive presentation among two or three teams on the same case. Each team will take the stance as a consulting company. The client (non-presenting teams) will challenge the competing case teams with Q•A. Each case team will present its case in 15minutes with PPT and take Q•A after the presentation. The allocation of cases to be covered by each team will be decided early on in the semester. It is expected that each team will have 2-3 times for PPT presentation during the semester. The team presentation will be evaluated on three aspects: solidity of

recommendation, presentation quality and ability to handle the Q•A session.

Class Attendance (20%)

Class attendance is very important for all students. Following Woosong policies, it is expected that students attend all sessions. Documented excuses need to be presented not more than one week after the missing session. There are no exceptions to this! You must provide documented proof of a serious illness or trauma related injury through an official medical certificate within the allotted time.

Article Assignment (0%)

Prepare executive summaries for assigned articles every week. There are two key points to consider. Clear identification of the main theme of the article and ability to apply the key theme and major points of the article to the real life business world (business implications)
You do not need to submit them to me. Please keep them for mid and final exams.

Course Outline

This is a tentative outline. There will be minor adjustments as we move along.

[PART 1]

Week 1 : Orientation

Week 2: Survival of Corporations

- 1) Text book: Chapter None
- 2) Reading:
 - Why good Companies go Bad? (HBR. Jan.2000)
 - How Incumbents Survive and Thrive (HBR. Jan-Feb 2022)
- 3) Team Formation

[PART 2]

Week 3: Strategic Management Process and Strategic Thinking

- 1) Textbook: Chapter 1&2
- 2) Reading:
 - Radical Optionality (HBR. May-June 2023)
 - How Xiaomi Redefined What it Means to Be a platform (HBR. Sep 2021)
- 3) Exercise 1 : Introduction of your Favorite Company

Week 4: Vision and Mission

- 1) Textbook: Chapter 2
- 2) Reading:
 - The Founder of TOMS on Reimagining the Company's Mission (HBR Jan-Feb 2016)
 - The Messy but Essential Pursuit of Purpose (HBR. March 2022)
- 3) Exercise 2: Success Formula of your favorite company?

Week 5: External Environment Analysis

- 1) Textbook: Chapter 3

2) Reading:

How to thrive in Turbulent Markets? (HBR Feb 2009)

Strategy-Making in turbulent times (HBR Sep-Oct 2022)

3) Exercise 3: Evaluate the Mission and Vision of XXX company

Week 6: Industry Environment Analysis

1) Textbook: Chapter 3

2) Reading:

Right Tech, Wrong Time (HBR Nov 2016)

Where is tech going in 2023? (HBR May-June 2023.)

Exercise 4: Factor Analysis of XXX company (PEST; EFAS)

Week 7: Internal Analysis

1) Textbook: Chapter 4

2) Reading:

Can Big Tech Be Disrupted? (HBR. Jan-Feb 2022.)

3) Exercise 5: Application of Five Forces Model to the Industry of XXX company

Week 8: Mid-term Exam

[PART 3]

Week 9: Business-level Strategy 1

1) Textbook: Chapter 5

2) Reading:

Why some platforms thrive and others don't? (HBR. Jan-Feb 2019)

Investing in Growth Through Uncertainty (HBR July-August 2023.)

3) Exercise 6: Internal Analysis of XXX company (R,C ; IFAS)

Week 10: Business-level Strategy 2

1) Textbook: Chapter 6

2) Reading:

A co-founder of Ralabs on leading a Ukrainian startup (HBR. July-August 2023)

3) Exercise 7: SWOT Analysis for XXX company

Week 11: Corporate-level Strategy 1

1) Textbook: Chapter 8

2) Reading:

Why Do So Many Strategies Fail (HBR July-Aug 2021.)

When your Business Needs a Second Growth Engine (HBR. May 2022.)

3) Case 1: Should you compromise your founding principles for faster growth (HBR Jan 2022.)

Week 12: Corporate-level Strategy 2

1) Textbook: Chapter 9

2) Reading:

The Problem with Product Proliferation (HBR May 2017.)

3) Case 2: Hotel Otto/Prune the Brand Portfolio?(HBR March-April 2018)

Week 13: Global Strategy

1) Textbook: Chapter 7

2) Reading:

The CEO of Canadian Goose on Creating a Home Growth Luxury Brand (HBR Dec 2019)

How working with Competitors Made Jio a Telecom Giant? (HBR Mar-April 2022)

3) Case 3: Is it time to exit Russia? (HBR May-June 2023.)

Week 14: Strategy Execution

1) Textbook: Chapter 10

2) Reading:

Build a Family Business That Lasts (HBR Jan-Feb 2021)

3) Case 4: White Square: A Perfect Storm in Moscow (HBR Sep-Oct 2020.)

Week15: Final Exam

Plagiarism, Copying and Academic Dishonesty

I. Plagiarism is the unauthorized use of another's work or ideas and the representation of these as one's own.

Definition of Plagiarism: "The practice of taking someone else's work or ideas and passing them off as one's own".

(OED)

This includes among others but not limited to

- (a) copying another individual's or group's ideas and work, copying materials from the internet and other published sources and producing such materials verbatim,
- (b) Using others' ideas and work without proper citation of the original proponent or author of the idea. Students are expected to produce original work of their own for assignments and examinations. A comprehensive definition and explanation of plagiarism will be given during the first class period, and students are expected to take serious note of this explanation.

These rules apply to internet sources also. Students are strongly advised to access the following website and learn

how to avoid plagiarism. It is the student's responsibility to learn this on his/ her own.

<http://owl.english.purdue.edu/owl/resource/589/01/>

SolBridge considers plagiarism as a serious breach of professional ethics. Plagiarism will not be tolerated in any form at SolBridge. Penalties can be as severe as expulsion from the university. To avoid plagiarism it always best to do your own work or cite the work of others appropriate. Refer to your student handbook for a more detailed description of plagiarism and the associated penalties.

In this class, the rules are:

1. The first instance of plagiarism will result in a “zero” for the assignment in question.
2. The second instance of plagiarism will result in a fail grade for the entire course.
3. The third cumulative instance of plagiarism, academic dishonesty and violation of school disciplinary rules in this and other classes will result in serious disciplinary action which could include expulsion from Solbridge.
4. The instructor will report each instance of plagiarism, academic dishonesty and violation of school disciplinary rules to the disciplinary officer.

II. Copying Textbooks, copyrighted materials and academic dishonesty.

- A.** Copying Textbooks and other copyrighted materials without permission of publisher or author is tantamount to theft. Therefore, students are expected to purchase the prescribed books and other materials from the Woosong Bookstore.

- Students using copied versions of books without

permission will be asked to leave the classroom.

- In addition, such students will get “zero” participation points and any other penalties as levied by the instructor.

B. Academic Dishonesty includes but not limited to: (a) plagiarism, (b) cheating during examinations, (c) obtaining/ providing information for reports, assignments and examinations by fraudulent means, (d) falsification of information or data, and (e) false representation of others’ effort as one’s own.

Some examples of academic dishonesty are: copying from other students during examinations; copying material from other students’ reports/ assignments and submitting the same as one’s own report; creating fictitious interview materials for assignments or reports. These are just a few examples and not exhaustive.

In this class, the rules are:

1. The first instance of academic dishonesty will result in a “zero” for the assignment in question.
2. The second instance of academic dishonesty will result in a fail grade for the entire course.
3. The third cumulative instance of plagiarism, academic dishonesty and violation of school disciplinary rules in this and other classes will result in serious disciplinary action which could include expulsion from Solbridge.
4. The instructor will report each instance of plagiarism, academic dishonesty and violation of school disciplinary rules to the disciplinary officer.

The rules on plagiarism, copying and academic dishonesty

are non-negotiable.

Appendix

Any other material that you want to tell students such as how to write reports, how to access materials etc.