The Institute of International Management is dedicated to providing a quality teaching and research environment to provide students with a broad, integrated knowledge of management in preparation for successful careers in business, government or academia.

**General Program Learning Goals**

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<tr>
<th>Goal</th>
<th>Description</th>
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<tr>
<td>x 1</td>
<td>Graduates should be able to communicate effectively verbally and in writing.</td>
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<tr>
<td>x 2</td>
<td>Graduates should solve strategic problems with a creative and innovative approach.</td>
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<td>x 3</td>
<td>Graduates should demonstrate leadership skills demanded of a person in authority.</td>
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<td>x 4</td>
<td>Graduates should think with a global management perspective.</td>
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<tr>
<td>x 5</td>
<td>Graduates should possess the necessary skills and values demanded of a true professional.</td>
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Course Time: Tue. 14:10-17:00 (Elective, 3 Credits)   Office hours: 12:00-14:00 Tuesday and by appointment
Classroom: 62401   Course TA: TBD
Instructor/Facilitator: Hao-Chieh Lin, PhD   TA’s email: TBD
Email address: linhjtw@mail.ncku.edu.tw
Skype: linhjtw

**Course Description and Objectives**

- Business policy and strategy (strategic management) is the most fast-growing division in the general management field during the past twenty years. "Being strategic" is considered the most important topic in all of management functions and is imperative for selecting a potential business manager.
- The objectives of this course are to build a bridge between students and business practices, to provide participants with a comprehensive knowledge of strategic formulation and execution, and to cultivate a way of deep-rooted strategic thinking. A number of analytical frameworks and pioneering concepts that can be immediately applied to business context will be introduced and practiced. A lot of questions or issues that are common and important in business and in daily life will be identified and discussed. It is expected that the course can help develop participants’ decision-making mindset and skills through sharing, benchmarking, case discussions and lectures.

**Note:** In light of learning effectiveness, all the content below is still subject to change.

**Course Requirements**

1. Participation and Engagement

   - I will surely do my best to deliver my profession, grounded on various practical experiences and concrete academic trainings. However, I believe that it’s our collective efforts that can make the class successful. I also believe it’s "we"
not "I" can maximize the learning effectiveness. Therefore, I hope we together build a community in the class in which participants appreciate and learn from each other.

① People learn best when they are active. Your active participation is essential to this class. Participation is more than just attending class and asking an occasional question. Full participation consists of refraining from inappropriate use of one’s laptop (e.g., web surfing, instant messaging, reading e-mail, doing assignments of other classes), demonstrating that you are prepared for each class, listening carefully, asking thoughtful questions that help you and your peers learn, responding respectfully to peers, and engaging productively in all class cases/exercises etc.

② Studying textbook and readings before a class is highly recommended. I will present textbook material and elaborate its business implications. However, I may not able to cover all the material in the textbook during course lecture. Your study prior to the class will be much helpful for participation and learning effectiveness. You are very welcome to discuss with me for all the course-related issues.

③ Self-assessments will be assigned along with the course schedule.

2. Open book midterm and final exams.

① Although I expect you to contribute to weekly class by participation and engagement, I hope you can learn from established knowledge and wisdom as well. The main purposes of written examinations are helping you remember and reflect what you have learned in the class. The midterm and final exams will be held on November 16th and January 11th respectively.

② You can bring any written documents with you. However, please turn off your electronic devices (e.g., laptop, cell phone etc.) during the exam. The primary sources of exam questions include PPTs, concepts/issues/questions/scenarios highlighted in each class, and textbook chapters. Three kinds of questions will be included: true/false, multiple choice, and short essay.

3. Group-based case presentation and write-up

Participants are expected to form several groups (2 or 3 in a group) for pre-class case preparation/discussion and in-class case presentation and discussion-leading.

① We have 14 cases. Except two long Cases (I will lead), the rest of 12 short cases (listed in Part IV of the textbook) will be assigned to groups on a lottery basis.

② Only the designated group is required to prepare PPT and discussion questions, present core issues of its assigned case, and lead class discussion, which will be about 40-50 minutes. To advance your effectiveness, you may find additional material to support your presentation and discussion. Nonetheless, remember that "asking right questions" is the successful key in leading a case.

③ For the TWO cases that I lead discussion, every group needs not only to discuss in advance but also to submit a one-page write-up based on the assigned questions.

④ The write-up and the PPT need to be uploaded to the MOODLE system by 5:00pm, Monday.

⑤ Each group (and member) needs to discuss every case before class. Each group member should contribute equally to the group. Your final grade in this area will also be based on peer review of your team members.
To advance practical application, group-based in-class assignments will be conducted, if necessary.

Grading

Although score is important for a student, I would encourage you to focus more on what and how much you learn from a class.

- Class attendance, participation, and contribution: 20%
- Open book midterm exam.: 25%
- Open book final exam.: 25%
- Case presentation and leading: 15%
- One-page case write-up and in-class assignments: 15%

Textbook and Major Reading

  - Business cases are included in Part IV of the textbook.

Reference Materials

8. *5 and #6 are designated for PhD students. For those who are interested in cutting-edge research papers, please contact me directly.

Course Schedule

Week-1 (9/14) Course Introduction
Week-2 (9/21) What is Strategic Management: An Overview
  - Ireland et al. (2008), Chapter 1

Week-3 (9/28) Exploring the External Environment
  - Ireland et al. (2008), Chapter 2
  - Case 16: Nestle: Sustaining Growth in Mature Markets

Week-4 (10/5) Examining the Internal Organization
  - Ireland et al. (2008), Chapter 3
  - In-class Assignment: (a) Please select a company and evaluate the company's capabilities along with the proposed framework; (b) Please evaluate your own core competences with the framework.
  - Case 1: 3M: Cultivating core competency (For reference; no discussion in class)

Week-5 (10/12) Building and Sustaining Competitive Advantage (Competitive Dynamics)
  - Ireland et al. (2008), Chapter 4
  - Case: The Battle for Logan Airport: American Airlines vs. JetBlue (A) (UVA-S-116 (A)) (Prof. Lin)

Week-6 (10/19) Competitive Dynamics Analysis
  - Handout; Ireland et al. (2008), Chapter 4
  - Case: The Battle of the Asian Transshipment Hubs: PSA vs. PTP (A) (UVA-S-109) (Prof. Lin)

Week-7 (10/26) A Diamond Framework of Strategic Analysis
  - Hambrick & Fredrickson (2001)
  - In-class Assignment: (a) Please select a company and evaluate the company's strategy along with the diamond framework; (b) Please evaluate your own career strategy with the framework.

Week-8 (11/2) Business-level Strategy
  - Ireland et al. (2008), Chapter 5
  - Case 6: Dell: From a Low-cost PC Maker to an Innovative Company

Week-9 (11/9) Corporate-level Strategy
  - Ireland et al. (2008), Chapter 6
  - Case 15: Microsoft's Diversification Strategy

Week-10 (11/16) Open-book Midterm Exam

Week-11 (11/23) Business Visit or Invited Speech: TBD

Week-12 (11/30) Acquisition and Restructuring Strategy
  - Ireland et al. (2008), Chapter 7
  - Case 4: Boeing: Redefining Strategies to Manage the Competitive Market

Week-13 (12/7) International Strategy
Week-14 (12/14) Cooperative Strategy
- Ireland et al. (2008), Chapter 8
- Case 11: Huwai: Cisco’s Chinese Challenger

Week-15 (12/21) Corporate Governance and Organizational Structure
- Ireland et al. (2008), Chapter 9
- Case 18: PSA Peugeot Citroen: Strategic Alliances for Competitive Advantage?

Week-16 (12/28) Strategic Leadership
- Ireland et al. (2008), Chapter 10 and 11
- Case 21: Tyco International: A Case of Corporate Malfeasance

Week-17 (1/4) Strategic Entrepreneurship
- Ireland et al. (2008), Chapter 12
- Case 17: An Entrepreneur Seeks the Holy Grail of Retailing

Week-18 (1/11) Open-book Final Exam

Other Policies

1. This course adopts a policy of zero tolerance for ethical misconduct.

2. Write-up and Grading
   - The 1-page case write-ups must be typed (not hand-written) and be submitted with a cover page including the names and student IDs of group members.
   - Write-up (and PPT) is due exactly at the prescribed time. No late submission is accepted.
   - All write-ups should be original.

3. Attendance
   (1) You must display your name tag in front of the desk for discussion purpose.
   (2) You have to sign the attendance sheet when entering the classroom. If you sign for other participants or do not sign on the attendance sheet, you will be regarded as “being absent” no matter what evidence you provide to TA or me afterwards.
   (3) If you come in class late or leave early, your attendance may count as a half of the day.
   (4) There is no need for you to ask for apology when you are absent from class.
   (5) Participant leave (whether casual or sick leave) exceed one third (1/3) of the total course hours in a semester will automatically result in FAIL in the final grade.

4. Penalty for cheating
   Plagiarism will be extremely severe. Use your best judgment. If you are not sure of certain criteria or issues, consult me. Standard academic honesty procedure will be followed, and active cheating and/or plagiarism will
automatically result in FAIL in the final grade.

5. You are expected to come to every class with full preparation and responsible for everything discussed in class. Be alert of your attendance and participation counts. You may receive a zero for absence from or lack of participation.

6. No incomplete grade under nearly all situations unless one have sound reason and documented evidence. A student who receives an incomplete grade must have completed or passed a significant portion of the course.

7. Pay very careful attention to your e-mail correspondence. It reflects your communication skills. Non-standard English such as "how r u?" in your e-mail message should be avoided. In addition, I recommend you put the class number and a brief summary of your question in your e-mail subject.

   For example, "Subject: RA-19/RA-319; A question on mid-term exam."

8. I will immediately discard ANY anonymous e-mails.

9. The ringing, beeping, buzzing of cell phones and/or watches during class time is extremely rude and disruptive to your fellow students and to the class flow. Please turn all cell phones and watches off or into silent mode prior to the start of class.

10. For any disability accommodations needed for the course, please notify me during the first week of the semester.