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 (goals covered by this course are indicated):

<table>
<thead>
<tr>
<th>#</th>
<th>Goal</th>
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<tbody>
<tr>
<td>1</td>
<td>Graduates should be able to communicate effectively verbally and in writing.</td>
</tr>
<tr>
<td>2</td>
<td>Graduates should solve strategic problems with a creative and innovative approach.</td>
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<tr>
<td>3</td>
<td>Graduates should demonstrate leadership skills demanded of a person in authority.</td>
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<tr>
<td>4</td>
<td>Graduates should think with a global management perspective.</td>
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<tr>
<td>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  
Instructor/Facilitator: Hao-Chieh Lin, PhD  
Email address: linhjtw@mail.ncku.edu.tw  
Skype: linhjtw

Course Description and Objectives

1. Strategic management is a fast-growing division in the field of general management 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.

2. 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 best to deliver my profession, grounded on various practices 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 to remember and reflect what you have learned in the class.

② You can bring any written documents with you. However, you CANNOT use any 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 (3 in a group) for pre-class case preparation/discussion and in-class case presentation and discussion-leading.

① We have 11 cases. Each group should lead 1 or 2 cases, which will be assigned to every group on a lottery basis. The leading group is required to present with PPT and, most importantly, to lead discussion; all of which should last about 40-50 minutes in total. It is highly encouraged to find additional material to support your presentation and discussion.

② Every group needs to finish a 1-to-2-page summary for the assigned 6 cases, listed below. Additional point should be given to those who write additional summary. The write-up should summarize the key issues of a case and identify their key implications.

<table>
<thead>
<tr>
<th>Group number</th>
<th>Assigned case number for write-up</th>
</tr>
</thead>
<tbody>
<tr>
<td>Odd (group 1, 3, 5, 7, 9, 11...)</td>
<td>Case 1, 3, 5, 7, 9, 11</td>
</tr>
<tr>
<td>Even (group 2, 4, 6, 8, 10...)</td>
<td>Case 1, 2, 4, 6, 8, 10</td>
</tr>
</tbody>
</table>

➢ The leading groups DO NOT have to submit write-up for their presented cases.
The write-up and the PPT need to be uploaded to the MOODLE system by 5:00pm, Monday. Late submission will significantly affect the final score of every group member. All of presentation material (including revised PPT) should be submitted after the class.
※ To advance practical application, group-based assessments will be assigned as well.

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%
➢ Midterm exam.: 25%
➢ Final exam.: 20%
➢ Case presentation and leading: 15%
➢ Group case write-up and assessments: 20%

<table>
<thead>
<tr>
<th>COMMU</th>
<th>Participation/contribution 20%</th>
<th>Midterm exam 25%</th>
<th>Final exam 20%</th>
<th>Case presentation and leading 15%</th>
<th>Case write-up and assessment 20%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Oral Commu./ Presentation</td>
<td>40%</td>
<td></td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Written Communication</td>
<td>20%</td>
<td>20%</td>
<td>20%</td>
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| CPSI    | Creativity and Innovation     | 15%              |                |                                  |                                 |
|         | Problem Solving               | 15%              | 20%            | 20%                              | 20%                            |
|         | Analytical Skills             | 20%              | 20%            | 10%                              |                                 |

| LEAD    | Leadership & Ethic           | 30%              |                | 20%                              |                                 |
|         | Social responsibility        |                  |                |                                  |                                 |

| GLOB    | Global Awareness             | 10%              |                | 20%                              | 20%                            |

| VSP     | Values, Skills & Profess.    | 20%              | 40%            | 40%                              | 20%                            |
|         | Information Technology       |                  |                |                                  |                                 |
|         | Management Skills            |                  |                |                                  |                                 |

Textbook and Major Reading


Reference Material

Hwa Tai Book Publishing Co., Taiwan).


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 (9/13) Course Introduction

Week-2 (9/20) What is Strategic Management: An Overview
  ◆ Ireland et al. (2008), Chapter 1

Week-3 (9/27) The External Environment
  ◆ Ireland et al. (2008), Chapter 2
  ◆ Assignment (I): Please select an industry and evaluate its Five-Forces (Submission due on Nov. 8th)
  ◆ Case 1

Week-4 (10/4) The Internal Organization
  ◆ Ireland et al. (2008), Chapter 3
  ◆ Assignment (II): Please select a company and evaluate the company’s capabilities with the IPOM framework (Submission due on Nov. 8th)
  ◆ Case 2

Week-5 (10/11) Competitive Rivalry and Dynamics
  ◆ Ireland et al. (2008), Chapter 5
  ◆ Assignment (III): Please integrate assignments (I) and (II) to conduct the SWOT analysis of the company you select (Submission due on Nov. 8th)
  ◆ Case 3

Week-6 (10/18) Competitive Dynamics Analysis
  ◆ Handout; Ireland et al. (2008), Chapter 5
  ◆ Case 4
Week-7 (10/25) A Diamond Framework of Strategic Analysis
- Hambrick & Fredrickson (2001)
- Assignment: Please evaluate the strategy of the company you select with the diamond framework
  (Submission due on Nov. 8th)
  ** You also can evaluate your own career strategy with the diamond framework
- Case 5

Week-8 (11/1) Business Visit
- Possible targets: China Steel, Kymco, Taiwan Golden Bee, or Chi-Mei Chemistry
- May be a whole-day trip
- May need to share transportation and insurance fees

Week-9 (11/8) Business-level Strategy
- Ireland et al. (2008), Chapter 4
- Presentation: Five-Forces, IPOM, SWOT, and diamond analyses (3-4 groups will be chosen for presentation)

Week-10 (11/15) Corporate-level Strategy
- Ireland et al. (2008), Chapter 6
- Case 6

Week-11 (11/22) Midterm Exam

Week-12 (11/29) Strategic Acquisition and Restructuring
- Ireland et al. (2008), Chapter 7
- Case 7

Week-13 (12/6) Invited Speech
- CEO Forum: A series of speech

Week-14 (12/13) Global Strategy
- Ireland et al. (2008), Chapter 8
- Case 8

Week-15 (12/20) Cooperative Strategy
- Ireland et al. (2008), Chapter 9
- Case 9

Week-16 (12/27) Corporate Governance and Organizational Structure
- Ireland et al. (2008), Chapter 10 and 11
- Case 10

Week-17 (1/3) Strategic Leadership and Entrepreneurship
- Ireland et al. (2008), Chapter 12 & 13
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
   - You must display your name tag in front of the desk for discussion purpose.
   - 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.
   - If you come in class late or leave early, your attendance may count as a half of the day.
   - There is no need for you to ask for apology when you are absent from class.
   - 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.