Strategic Management
2012 Fall

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>
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<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-Core, 3 Credits)
Classroom: 62401
Instructor/Facilitator: Hao-Chieh Lin, PhD
Email address: linhjtw@mail.ncku.edu.tw
Skype: linhjtw
Office hours: 12:00-14:00 Tuesday and by appointment
Course TA: Helena (Tran Thi Ngoc Quynh)
TA’s email: chocolatekhongduong@yahoo.com

Caveat

All students are very welcome to join this class. I promise I will fully engage in the course and do best to deliver my profession and share my business and academic experiences with everyone. I also appreciate different or “crazy” ideas. Moreover, I am happy to assist in whatever questions or problems you might have in your learning process or daily life. However, if you have one of the following three situations, you are highly advised not to take this course because you cannot learn much indeed.

I. You need to leave early in almost every class.
II. You want to “dialogue with your laptop” only.
III. You do not want to appreciate "stupid" or "naïve" ideas of your classmates.

Course Description and Objectives

1. Strategic management is the most fast-growing division in the field of general management during the past twenty years. “Being strategic” is 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 by providing participants with a comprehensive knowledge of strategic formulation and execution and cultivating 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 both business and daily life will be identified and discussed. It is expected that the
course can help to 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 subject to change.

Course Requirements

1. Participation and Engagement
   ① Please come to class on time.
   ② The course has great interactive elements. I will ask critical issues/questions and seek responses all the way. 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 learning community in the class in which participants appreciate and learn from each other.
   ③ People learn best when they are active. Your active participation is essential to this class. Participation is more than just attending class and asking occasional questions. 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 every class, listening carefully, asking thoughtful questions that can stimulate your classmates, responding respectfully to peers, and engaging productively in all class cases/exercises etc.
   ④ Studying textbook and readings before a class is highly recommended. I will present textbook material and elaborate its business implications. However, I am not able to cover all of textbook material in my lectures. Your study prior to a class will be very helpful for participating in discussion and learning effectiveness. You are very welcome to discuss any course-related issues with me.
   ⑤ Assessments, exercises, or learning logs may be assigned along with course needs.

2. Open book midterm exam.
   ① Although I expect you to learn through weekly participation and engagement, I hope you also can learn from established knowledge and wisdom. The purpose of a written examination is to help you to remember and reflect what you learn in the class.
   ② You can bring any written documents with you. You also can use electronic devices such as translation machine, laptop, and tablet PC during the exam; but you should turn off internet and cell phone. The questions will be from PPT slides, textbook chapters, and concepts highlighted or discussed in the class.

3. Group-based case presentation/discussion and write-up
   ① Participants are expected to form several groups. Group members are expected to be as diverse as possible.
   ② Each group is expected to lead a case with 40-50 minutes. Additional points will be added to groups who volunteer to lead a second case (if any). The cases will be assigned to groups on a lottery basis. The designated group is required to present a case with PPT slides and lead some discussions (So, asking "right" questions is important). It is
highly encouraged for a group to apply creative approach (e.g., video, role-play, debate …) and to find additional material to support the presentation and discussion.

1. Each group is expected to discuss every case before a class. Every group needs to submit a write-up (1-2 pages) for each of the assigned cases, listed below. The write-up should summarize the case and answer the key question.

<table>
<thead>
<tr>
<th>Group number</th>
<th>Case number for write-up</th>
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<tbody>
<tr>
<td>Odd</td>
<td>Case 1, 3, 5, 7, 9</td>
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<tr>
<td>Even</td>
<td>Case 2, 4, 6, 8, 10</td>
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* The leading groups do not have to submit write-ups for the case they present.
* Additional points will be added to groups who write additional write-up.

2. The write-up and the PPT need to be uploaded to the MOODLE system by 6:00pm, Monday. Late submission will significantly affect the score of every group member. All presentation material (including revised PPT and ancillaries) should be submitted after the class.

3. Every group member should contribute equally to the group. Your final grade in this area will be based on peer review of your team members.

4. Group-based term paper

1. The topic of term papers should be from REAL business events/cases and based on the issues we discuss in the class, such as an industry’s competition or value chain analyses, interfirm competitive dynamics, a company’s distinctive capabilities (or core competence), cooperation strategy (including coopetition, strategic alliance, merger & acquisition…), transformation and growth strategy, corporate governance, strategic leadership, and entrepreneurship…etc. Please feel free to contact me if you have any questions.

2. The paper should follow the writing style of the cases that we use in the class. The paper needs to design discussion questions and put them at the end of the text! The case or paper needs to be ORIGINAL. Plagiarism will be totally failed. Please include reference list in the paper.

3. In addition to references, the term paper should be about 10-12 pages (12-point font, double space, Times New Roman). Each group should present its paper and lead a discussion at the last two weeks. Each group will be verbally commented by its next group (e.g., Group #1 will be commented by Group #2) and all participants after they make the presentation. The comments will include: significance of the topic, clarity of the issue, quality of PPT slides, case-leading (asking-responding) style, and the degree of peer participation. The quality of the presentation will be graded by classmates.

4. Each group needs to decide its topic and formally inform of TA by November 20th. However, I encourage you to select it as early as possible. Once a real event or a company is chosen, the other groups need to change their targets.

5. Every group member should contribute equally to the group. Your final grade in this area will be based on peer review of your team members.

6. All material related with the term paper needs to be uploaded to the MOODLE system by January 20th 2013.

Grading Policy
1. Attendance, participation, and engagement (25%)
2. Open book midterm-exam (25%)
3. Group case presentation, write-up, and other group assignments (25%)
4. Group term paper (presentation and written report) (25%)

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<thead>
<tr>
<th></th>
<th>Attendance, participation, &amp; engagement 25%</th>
<th>Midterm exam 25%</th>
<th>Group case presentation/write-up/assignments 25%</th>
<th>Group term paper (presentation and written report) 25%</th>
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<tbody>
<tr>
<td>COMMU</td>
<td>☑ Oral Commu./ Presentation 40%</td>
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<td>☑ Written Communication 20%</td>
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<td>CPSI</td>
<td>☑ Creativity and Innovation 15%</td>
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<td>☑ Problem Solving 15%</td>
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<td>☑ Analytical Skills 20%</td>
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<td></td>
<td>☐ Social responsibility</td>
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<td>GLOB</td>
<td>☑ Global Awareness 10%</td>
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<td>☑ Values, Skills &amp; Profess. 20%</td>
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<td>☐ Management Skills</td>
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**Textbook and Major Reading**


**Reference Materials**

1. "The Power of One" (Ming-Jer Chen, UVA-S-0204)


9. #6, #7, and #8 are designated for PhD students. Additional tasks will be assigned to PhD students as well.

**Course Schedule**

**Week-1 (9/18) Course Introduction**

**Week-2 (9/25) What is Strategic Management: An Overview**
   - Ireland et al. (2008), Chapter 1

**Week-3 (10/2) The External Environment**
   - Ireland et al. (2008), Chapter 2
   - Case 1

**Week-4 (10/9) The Internal Organization**
   - Ireland et al. (2008), Chapter 3
   - Case 2

**Week-5 (10/16) Competitive Rivalry and Dynamics**
   - Handout; Ireland et al. (2008), Chapter 5
   - Case 3

**Week-6 (10/23) A Framework of Strategic Thinking and Analysis**
   - Hambrick & Fredrickson (2001)
   - Group assignment: Please select a company and evaluate its strategy with the diamond framework. The assignment should be done with a PPT format. The assignment should be presented next week.
   - Case 4

**Week-7 (10/30) Business-level Strategy**
   - Ireland et al. (2008), Chapter 4
   - Group assignment (Diamond framework) presentation

**Week-8 (11/6) Corporate-level Strategy**
   - Ireland et al. (2008), Chapter 6
   - Case 5

**Week-9 (11/13) Midterm Exam**

**Week-10 (11/20) Strategic Acquisition and Restructuring**
   - Ireland et al. (2008), Chapter 7
Case 6

The selection of term paper topic is due today

Week-11 (11/27) Guest Speech

Speaker & Topic: TBD

Week-12 (12/4) Global Strategy

Ireland et al. (2008), Chapter 8
Case 7

Week-13 (12/11) Cooperative Strategy

Ireland et al. (2008), Chapter 9
Case 8

Week-14 (12/18) Corporate Governance and Organizational Structure

Ireland et al. (2008), Chapter 10 and 11
Case 9

Week-15 (12/25) Strategic Leadership and Entrepreneurship

Ireland et al. (2008), Chapter 12 & 13
Case 10

Week-16 (1/1) New Year’s Day (No class)

Week-17 (1/8) Term Paper Presentation (I)

Week-18 (1/15) Term Paper Presentation (II)

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.