1. *This mission of the College* is to serve business and society in the global economy through developing professionally qualified and socially responsible business leaders as well as through advancing the frontiers of knowledge in business management.

2. *The strategic objective of the Institute of International Management* is to cultivate future business leaders with professional knowledge, communication and leadership skills while enhancing their ethical global vision in a multicultural environment.

Graduate Program Learning Goals (goals covered by this course are indicated by checks):

<table>
<thead>
<tr>
<th>#</th>
<th>Goal Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Graduate students should be able to appreciate business research and to present research findings/results effectively in speaking and in writing.</td>
</tr>
<tr>
<td>2</td>
<td>Graduate students should be able to integrate different functional areas in solving business problems.</td>
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<tr>
<td>3</td>
<td>Graduate students should be able to analyze business situations and to recommend innovative resolutions.</td>
</tr>
<tr>
<td>4</td>
<td>Graduate students should be able to demonstrate leadership skills of a business manager.</td>
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<tr>
<td>5</td>
<td>Graduate students should be able to identify ethical dilemmas and to determine necessary courses of action.</td>
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<tr>
<td>6</td>
<td>Graduate students should possess a global economic perspective and a vision of the global business environment.</td>
</tr>
<tr>
<td>7</td>
<td>Graduate students should be able to coordinate actions and solve problems jointly with other members of a professional team.</td>
</tr>
</tbody>
</table>

Course Time: 6:30pm-9:20pm, Tue. (Core, 3 Credits)  
Office hours: 2:00pm-5:00pm, Mon. (by appointment)  
**You are very welcome to contact me whenever you think I can be of assistance.**

Course TA: Tran Thi Ngoc Quynh (Helena)  
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 will be 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.

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
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 contents below are subject to change.

Course Requirements

1. Participation and Engagement

- Unless you have regular job in daytime, please come to class on time. If you cannot come, please inform TA and professor in advance.
- 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 can become "learning partners" and form a "learning community" in which participants appreciate and learn from each other (NOTE: You can contribute to the community even with a "stupid" question. So, be bold and confident. You truly can do it even though you have no such a habit).
- People learn best when they are active (not passive). 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 cell phone/laptop/tablet (e.g., web surfing, instant messaging, reading e-mail, doing assignments of other classes), demonstrating that you are well-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.
- Studying textbook and readings before class is highly recommended. I will present some textbook material and elaborate its personal/business implications. However, course lecture is not able to cover all textbook material. Your study prior to the class will be helpful for your participation and learning effectiveness. You are very welcome to discuss with me whenever you have any questions.
- Assessments, exercises, or learning logs may be assigned along with course needs.

2. Open book midterm exam.

- The exam will be held on April 30th. You can bring any written documents with you. You also can use electronic devices including laptop and tablet PC during the exam. But you should turn off the internet. You cannot use cell phone as well. The exam 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
Participants are expected to form several groups. Group members are expected to be as diverse as possible.

Each group is expected to lead one case discussion. 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 and, most importantly, lead the discussion (So, questions should be carefully designed), which should last about 40-50 minutes in total. 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 discussion.

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>
</tr>
</thead>
<tbody>
<tr>
<td>Odd</td>
<td>Case 1, 3, 5, 7, 9</td>
</tr>
<tr>
<td>Even</td>
<td>Case 2, 4, 6, 8, 10</td>
</tr>
</tbody>
</table>

* Due to copyright issue, I cannot distribute the cases for you. But, you can download all the HBR cases from the following database in NCKY library: Business Source Complete [EBSCOhost]
* The leading groups do not have to submit write-ups for the case they present.
* Additional points will be added to groups who do additional write-up.

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 presentation material (including revised PPT and ancillaries) should be submitted after the class.

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.


The topic of the term paper 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 co-opetition, 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.

The paper should be about 10-12 pages (12-point font, double space, Times New Roman; reference excluded). The paper needs to design discussion questions and put them at the end of the text! The paper should be practice-oriented and ORIGINAL. Plagiarism will be totally failed. Please include reference list in the paper.

Every group should present its case and lead a discussion. Every group will be commented (appreciate and criticize) by its next group (e.g., Group #2 comments on Group #1) and all participants. The comments will include: significance of the topic, clarity of the issue, quality of PPT slides, case-leading (asking-responding) style, and peer participation. The quality of the presentation will be graded by all participants.

Every group should decide its topic and formally inform of TA by April 23rd. However, I encourage you to select it as early as possible. Once an issue is chosen, other groups need to change their issues or targets.
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.

The PPT need to be uploaded to the MOODLE one day before your group presentation.

The term paper and the PPT need to be uploaded to the MOODLE system by 5:00, June 25th.

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%)

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 (2/19) Course Introduction

Week-2 (2/26) What is Strategic Management: An Overview

λ Ireland et al. (2008), Chapter 1

Week-3 (3/5) The External Environment

λ Ireland et al. (2008), Chapter 2


Week-4 (3/12) The Internal Organization

λ Ireland et al. (2008), Chapter 3


Week-5 (3/19) Competitive Rivalry and Dynamics

λ Handout; Ireland et al. (2008), Chapter 5


Week-6 (3/26) A Framework of Strategic Thinking and Analysis

λ Hambrick & Fredrickson (2001)

λ Group assignment: Please select a company and evaluate: (1) its SWOT with the frameworks we learn and (2) its strategy with the diamond framework. The assignment should be done with a PPT format. The assignment should be presented on 4/16.

λ Case 4: Gillette’s Launch of Sensor (HBS 9-792-028) (will be provided by Prof. Lin)

Discussion Questions:

λ Should the Sensor be launched as a cartridge or a disposable razor?
λ When should Gillette launch the Sensor (now, a year from now, or in a several years)? How much advertising should be used to launch the Sensor Razor: say $100 million, $50 million, $25 million? (Note: $25 million is still more than any competitor would spend.)
λ How sustainable is the Sensor Razor? What might competitor response be and when? What may delay competitor response? How should Gillette prepare for that response?
Week-7 (4/2) Spring break
  λ No class. But, it will be compensated in other weeks by extending the course time.

Week-8 (4/9) Business-level Strategy
  λ Ireland et al. (2008), Chapter 4

Week-9 (4/16) Corporate-level Strategy
  λ Ireland et al. (2008), Chapter 6
  λ Group assignment (Diamond framework) presentation

Week-10 (4/23) Strategic Acquisition and Restructuring
  λ Ireland et al. (2008), Chapter 7
  λ The selection of term paper topic is due today

Week-11 (4/30) Midterm Exam

Week-12 (5/7) Global Strategy
  λ Ireland et al. (2008), Chapter 8

Week-13 (5/14) Cooperative Strategy
  λ Ireland et al. (2008), Chapter 9
  λ Speaker & Topic: TBD

Week-14 (5/21) Linking Strategic Formulation and Execution
  λ Film Show: Apollo 13 (阿波羅13號). From Wikipedia: The film depicts astronauts Lovell, Jack Swigert and Fred Haise aboard Apollo 13 for America's third Moon landing mission. En route, an on-board explosion deprives their spacecraft of most of its oxygen supply and electric power, forcing NASA's flight controllers to abort the Moon landing, and turning the mission into a struggle to get the three men home safely

Week-15 (5/28) Corporate Governance and Organizational Structure
  λ Ireland et al. (2008), Chapter 10 and 11

Week-16 (6/4) Strategic Leadership and Entrepreneurship
  λ Ireland et al. (2008), Chapter 12 & 13

Week-17 (6/11) Term Paper Presentation (I)
Week-18 (6/18) Term Paper Presentation (II)

Week-19 (6/25) No classes

λ Term project submission (written paper and PPT; upload to MOODLE system) is due by 5:00 pm.

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: RA63200; 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.