Hankuk University of Foreign Studies

2020 Summer Session

BADM 400 Strategic Management

Course Outline

Term: July 06-August 07,2020

Class Hours: 14:00-15:50 (Monday through Friday)

Course Code: BADM 400

Instructor: Dr. Vasudevan Ramanujam

Home Institution: Case Western Reserve University, Cleveland, OH, USA

Office Hours: TBA

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Credit: 4

Class Hours:
This course will have 72 class hours, including 40 lecture hours, professor 10 office hours, 10-hour TA discussion sessions, 2-hour review sessions, 10-hour extra classes.

Course Description:

Strategic management is concerned with the management of the total organization, as opposed to managing parts of it such as departments or functions that may exist within a larger entity. It deals with the development and implementation (or execution) of strategy at multiple levels. The concept of strategy and its formulation through formal and informal strategic thinking processes are central themes in this course. Strategy includes the broad range of decisions and actions that an organization operating in a competitive environment needs to take continually for achieving and sustaining superior long term competitive advantage. Anyone completing the requirements of this course seriously and with diligence can expect to improve their capabilities to analyze a variety of business situations, develop workable strategies for them, and communicate them to decision makers in a concise and convincing manner.

Course Objectives:

The main objectives of this course are:

1. To introduce a variety of broad analytical frameworks, and tools and techniques for dealing with strategic issues in small, single business organizations at one extreme and large, multi business organizations at the other.

2. To provide practice in the identification, analysis, and resolution of strategic issues facing a firm through case discussions, written analysis of cases and/or a group project that requires you to analyze a real company using the analysis tools of this class.

Required Textbooks:

The main required textbook is Rothaermel, Frank T., Strategic Management, McGraw-Hill, Fourth Edition, 2018. The abbreviation FTR refers to this text at other places in this document

We will be using a customized version of selected chapters and cases based on this textbook. A link will be provided in due course.

Grading & Evaluation:

The following is the grading scheme (tentative)

Attendance and class participation	15%
Case analysis write-ups (2 of 3)	30%
Interim (mid-term) examination	25%
Final examination	35%

Based on class size, a project option may be added. In that case, the grading & evaluation scheme will be modified as required.

Final grades will be determined based on the following score intervals:

90 – 100 marks:	**A**
80 – 89 marks:	**B**
70 – 79 marks:	**C**
60 – 69 marks:	**D**
Below 59 marks:	**F**

Course Schedule:

Week–Session–Date	Topics	Readings / Case or Minicase to prepare
1 – 1 – M	Welcome to BADM400, Course overview, Course expectations	Syllabus
1 – 2 – T	Chapter 1: What is Strategy?	Michael Phelps (Minicase)
1 – 3 – W	Chapter 2: Strategic Leadership: Managing the Strategy Process	How the strategy process killed innovation at Microsoft (Minicase)
1 – 4 – TH	Chapter 3: External analysis: Industry Structure, Competitive Forces, and Strategic Groups	Apple:The iPhone turns 10. So, What's Next (Minicase)
2 – 1 – M	Take Quiz on Chapters 1 - 3	
2 – 2 – T	Chapter 4: Internal Analysis: resources, Capabilities, and Core Competencies	**McDonald's Corporation**
2 – 3 – W	Chapter 5: Competitive Advantage: Firm Performance and Business Models	Starbucks after Schulz: How to Sustain a Competitive Advantage (Minicase)
2 – 4 – TH	Chapter 6: Business Strategy: Differentiation, Cost Leadership, and Blue Oceans	**Delta Airlines**
3 – 1 – M	Chapter 7: Business Strategy: Innovation and Entrepreneurship	Business Model Innovation: How Dollar Shave Club Disrupted Gillette (Minicase)
3 – 2 – T	**Mid-term Examination (Prepare Chapters 1 to 7 for Mid-Term Examination**	
3 – 3 – W	Chapter 8: Corporate Strategy: Vertical Integration and Diversification	Lego's Turnaround: Brick by Brick (Minicase)
3 – 4 – TH	Chapter 9: Corporate Strategy: Strategic Alliances, Mergers and Acquisitions	Can Amazon Trim the Fat at Whole Foods? (Minicase)
4 – 1 – M	Chapter 10: Global Strategy: Competing Around the World	Case study – Embraer Shaking Up the Aircraft Manufacturing Industry
4 – 2 – T	Take Quiz on Chapters 8-10	
4 – 3 – W	Chapter 11: Organization Design: Structure, Culture, and Control	Case to be assigned
4 – 4 – TH	Chapter 12: Corporate Governance: Business Ethics and Strategic Leadership	UBS: A Pattern of Ethics (Minicase)
5 – 1 – M	Student presentations	**Submit Powerpoint deck for projects or case study**
5 – 2 – T	Student presentations	
5 – 3 – W	Student presentations	
5 – 4 – TH	Student presentations	
F	**Final Exam**	

Notes:

1. While I will make every effort to cover topics from the chapters as much as possible during the class lectures, it may be difficult or impossible to go over all the chapter slides and topics in the limited time of a class session. If some parts of a chapter remain undiscussed, I will expect you to review them on your own, and raise any questions in the first few minutes of the following session. As such, the responsibility to read the textbook and review the slides, both before and after the class, remains yours.

2. This syllabus and schedule is subject to periodic updates. Cases may be changed or dropped, and readings added. It is your responsibility to ensure that you are always following the most recent update of this outline document. When in doubt, please consult the agenda slides or recap announcements posted to the LMS as they will show you what has been covered in the sessions so far and what we will be covering in the next session on the schedule.

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