



National Taiwan University of Science and Technology

2021 Summer Program

BADM 400 Strategic Management

Course Outline

Course Code: BADM 400

Instructor: Dr. Vasudevan Ramanujam

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Office Hours: TBA

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Credit: 4

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 is about the essential work of top managers in organizations. 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. They will also be able to think strategically about their own career*



development.

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 lectures, case discussions, written analysis of cases and/or group presentations that require you to analyze a case situation 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.

Links: (These links will be updated, as needed.)

To order text and cases: www.mcgrawhillcreate.com/shop

(Use ISBN: 9781307329292) OR To order the cases only: www.mcgrawhillcreate.com/shop

(Use ISBN: 9781307332605)

Grading & Evaluation: The following is the grading scheme (tentative)

Attendance and class participation	20%
Case analysis presentation (1)	20%
Quizzes (4)	40%
Final exam	20%



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

A+:4.3——95-100

A :4.0——87-94

A -:3.7——82-86

B+:3.3——78-81

B :3.0——75-77

B -:2.7——71-74

C+:2.3——68-70

C :2.0——65-67

C -:1.7——61-64

D :1.0——55-60

E :0.0——49-54

X :0.0——0

Basic ground rules:

1. Regular attendance and full engagement
2. No mobiles or laptop use in distracting ways, laptop/tablets ok for note-taking
3. Independent work on closed book quizzes.
4. Participation
5. No late work will be accepted

Course Schedule:

Week – Session – Date	Topics	Readings / Case or Minicase to prepare
1 – 1 – May 31, 2021	Welcome to BADM400, Course overview, Course expectations Chapter 1: What is Strategy?	Syllabus Michael Phelps (Minicase)
1 – 2 – June 1	Chapter 2: Strategic Leadership: Managing the Strategy Process	How the strategy process killed innovation at Microsoft (Minicase)
1 – 3 – June 2	Chapter 3: External analysis: Industry Structure, Competitive Forces, and Strategic Groups	Minicase (To be decided)



1 – 4 – June 3	Chapter 4: Internal Analysis: resources, Capabilities, and Core Competencies	Minicase (To be decided)
1 – 5 – June 4		Quiz on Chapters 1 - 4
2 – 1 – June 7	Chapter 5: Competitive Advantage: Firm Performance and Business Models	Starbucks after Schulz: How to Sustain a Competitive Advantage (Minicase)
2 – 2 – June 8	Chapter 6: Business Strategy: Differentiation, Cost Leadership, and Blue Oceans	Minicase (To be decided)
2 – 3 – June 9	Chapter 7: Business Strategy: Innovation and Entrepreneurship	Business Model Innovation: How Dollar Shave Club Disrupted Gillette (Minicase)
2 – 4 – June 10	Chapter 8: Corporate Strategy: Vertical Integration and Diversification	Lego's Turnaround: Brick by Brick (Minicase)
2 – 5 – June 11		Quiz on Chapters 5 – 8 Apple: The iPhone turns 10. So, What's Next (Minicase)
3 – 1 – June 14	Chapter 9: Corporate Strategy: Strategic Alliances, Mergers and Acquisitions	Amazon, Inc. Can Amazon Trim the Fat at Whole Foods? (Minicase) (with TA)
3 – 2 – June 15	Chapter 10: Global Strategy: Competing Around the World	Minicase (To be decided)
3 – 3 – June 16	Chapter 11: Organization Design: Structure, Culture, and Control	HP's Boardroom Drama and Divorce (Minicase)
3 – 4 – June 17	Chapter 12: Corporate Governance: Business Ethics and Strategic Leadership	UBS: A Pattern of Ethics (Minicase) – session will be led by TA
3 – 5 – June 18		Quiz on Chapters 9 – 12
4 – 1 – June 21	Major Case discussion / presentation	Student group presentation 1 McDonald's Corporation



4 – 2 – June 22	Major Case discussion / presentation	Student group presentation 2 Delta Airlines
4 – 3 – June 23	Current topic – Post-pandemic strategy	Student group presentations 1 & 2
4 – 4 – June 24	Course Wrap-Up	
4 – 5 – June 25		Final Exam (Chapters 1 – 12)

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, view the video lectures, 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 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.