



National Taiwan University of Science and Technology

2021 Winter Program

BADM 400 Strategic Management

Course Outline

Course Code: BADM 400

Instructor: Jay Richman

Home Institution: Johns Hopkins University

Office Hours: TBA

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Credit: 4

Course Description: Capstone course for seniors. Various methods are used in analyzing complex business problems, requiring students to integrate their knowledge of all business areas.

Textbook: 1.) *Crafting & Executing Strategy: Concepts & Cases*; Thompson/Peteraf/Gamble/Strickland; McGraw-Hill Irwin, 22nd edition; 2020 for lectures notes and tests. 2.) *10 Essential Keys to Strategic Planning: A Practical Guide to Building Value in Business*, Hopkins, Cognella Publishing, 1st Edition, 2021 for cases.

Course Credo: "Simplicity is the ultimate sophistication." –Leonardo DaVinci.

Learning Outcomes: Upon completion of this course, students will be able to:

- To explain the complex, dynamic environments in which organizations operate, and to compare and contrast the implications of environmental issues and trends for organizational strategy and effectiveness.
- To compare and contrast analytic frameworks for strategy, and apply them to organizations.
- To integrate functional knowledge and apply it in a comprehensive strategy framework for assessing the operating context and organizational issues, particularly



industry and competitive analysis, and assessment of the firm, in order to support effective strategic decision-making.

- To communicate the characteristics of an effective upper level manager.
- To refine analytical, problem solving and decision making skills, and to enhance communication skills.

Teaching Methodology: The key element for a successful and enjoyable class is full participation. We will have a combination of lectures, individual and team project presentations, case analyses and test assignments. I strongly encourage the exchange of ideas and experiences relevant to the business world. **NOTE:** I will post lecture notes for each class plus other important class information (syllabus, assignments, test schedule, etc.) on our class web site. All student deliverables will be based on the information contained in these materials. **It is each student's responsibility to attend class online and hear any schedule adjustments from me and regularly check our class site for changes to the schedule and other course information.**

Course Requirements and Evaluation Criteria:

Grading Scale: Late assignments will NOT be accepted. Final course grades are as follows:

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



Your final grade will be based on the following graded assignments:

<u>Modules</u>	<u>Points</u>
Test #1	20/20%
Test #2	20/20%
Test #3	20/20%
Team Case Project	20/20%
Individual Case Paper #1	20/20%

Total Points	100/100%

Individual Case Analysis Paper – 20 Points

Each student will write and submit a **short-form case analysis paper** from the ten chapters in the Hopkins textbook. This case analysis is due by Thursday, June 10. The format is as follows: two-pages max in length; 1.) choose a chapter from the Hopkins textbook; read the introduction, the case and summary and 2.) answer both the pre-reading and post-reading questions regarding the case. You will be graded on both content and written elements.

Team Firm Business Strategy Project – 20 Points

Each student will be a member of a team (maximum of 3 people) that will research and analyze a firm's strategic business issue(s). The name of the firm and the specific issues discussed in the case will be chosen by me. **All teams will analyze the same case.** The project will entail a final presentation before the class that will address the following elements: 1.) what is the central problem/opportunity facing the company; 2.) what are alternative solutions and 3.) what are your specific recommendations and points of view/why did you choose these. You must address the following functional areas of the business if relevant to the case analysis -> finance, accounting, marketing, manufacturing, HR, sales, management, CEO/C-level, technical and legal.

The presentations will be in power point format; 10 minutes in length and should be professionally edited. The presentations will be emailed to me on/by Thursday, fourth week.

Tests – 60 points (20 points each)

There will be **three** major tests. The first one will be on Monday, second week and will cover the first third of the course materials (Chapters 1 – 4); the second test will be on Tuesday, third week and will cover Chapters 5 - 8 and the third and final test will be on Wednesday, fourth week and will cover the last 4 chapters (Chapters 9 – 12). There will be a review prior to each test and more information will be provided on our class site. The tests will be objective: true/false and fill-in-the-blank questions.



AUIA Taipei - Strategic Management: Tentative Class Schedule

Date	Topic	Text	Assignment
Week 1:			
	Strategy and Its Importance	Ch. 1	Discuss Syllabus & the course objectives
	Charting Firm's Direction	Ch. 2	
	Evaluating Firm's Ext. Environment	Ch. 3	
	Evaluating Firm's Resources, Capabilities & Competitiveness	Ch. 4	
Week 2			
			Test #1
	5 Generic Competitive Strategies	Ch. 5	
	Strengthening Competitive Position	Ch. 6	
	Int'l Competitive Strategies	Ch. 7	Individual Case Paper Due
Week 3			
	Diversification Strategies	Ch. 8	
			Test #2
	Ethics & Corporate Responsibility	Ch. 9	
	Building the Strategic Firm	Ch. 10	
Week 4:			
	Managing Internal Operations	Ch. 11	
	Corporate Culture & Leadership	Ch. 12	
			Test #3
			Group Project Due