



Hankuk University of Foreign Studies

2025 Summer Session

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

Class Hours:

This course will have 60 class hours, including 32 lecture hours, professor 8 office hours, 8-hour TA discussion sessions, 4-hour review sessions, 8-hour extra classes.

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.

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.

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 follow:

Grading & Evaluation:

A+ : 96 - 100	A : 91 - 95
B+ : 86 - 90	B : 81 - 85
C+ : 76 - 80	C : 71 - 75
D+ : 66 - 70	D : 60 - 65
F : 0 - 59	
Pa : Pass	Fa : Fail

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



Modules	Points
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 list of cases that will be provided. There are four cases to select from.

This case analysis is due by Thursday, Week 2. The format is as follows: two-pages max in length; 1.) choose a case from the list provided, 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 PowerPoint format; 10 minutes in length and should be professionally edited. The presentations will be emailed to me on/by Thursday, Week 4.

Tests – 60 points (20 points each)

There will be **three** major tests. The first one will be on Monday, Week 2 and will cover the first third of the course materials (Chapters 1 – 4); the second test will be on Tuesday, Week 3 and will cover Chapters 5 - 8 and the third and final test will be on Wednesday, Week 4 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: multiple choice/fill-in-the-blank questions and short essay questions.

Technical Requirements:



There are no special technical pre-requisites, but, as the course delivery and communication takes place via the screen, students will benefit from a consistent, secure access to a personal computer with up to date word processing and graphics software (Flash and video players). A high-speed Internet connection is also recommended. The following are some basic hardware and software requirements:

1. An up-to-date computer (usually no older than 2-3 years. Students need to make sure that their computers are functional as it is their responsibility.
2. Broadband connection with a reliable internet access.
3. Voice input (Microphone) and output hardware.
4. A webcam (800 x 600 resolution or better).
5. Operating System (Windows 7, 8, or higher / MAC OSX 10.7 Lion or higher).
6. Microsoft Word & PowerPoint.
7. Adobe Flash Player.
8. Adobe Reader (PDF reader).
9. A Media Player.

BADM 400- Strategic Management: Tentative Class Schedule

Date	Topic	Text	Assignment
Week 1:			
Monday	Strategy and Its Importance	Ch. 1	Discuss syllabus and the course objectives
Tuesday	Charting a Firm's Direction	Ch. 2	
Wednesday	Evaluating Firm's Ext. Environment	Ch. 3	
Thursday	Evaluating Firm's Resources, Capabilities & Competitiveness	Ch. 4	
Week 2:			
Monday			Test #1 (Chapters 1-4)
Tuesday	5 Generic Competitive Strategies	Ch. 5	
Wednesday	Strengthening Competitive Position	Ch. 6	
Thursday	International Competitive Strategies	Ch. 7	Individual Case Paper Due



Week 3:			
Monday	Diversification Strategies	Ch. 8	
Tuesday			Test #2 (Chapters 5-8)
Wednesday	Ethics & Corporate Responsibility	Ch. 9	
Thursday	Building the Strategic Firm	Ch. 10	
Week 4:			
Monday	Managing Internal Operations	Ch. 11	
Tuesday	Corporate Culture & Leadership	Ch. 12	
Wednesday			Test #3 (Chapters 9-12)
Thursday			Group Project Due

About the Professor

Mr. Richman has spent over 42 years in marketing in the business community. He was employed as a Manager Proposal Management for CenturyLink Government Services Division. He had been with this company for over 13 years. He was employed by Verizon/Bell Atlantic/C&P Telephone for over 28 years. He has held several marketing positions with Verizon/Bell Atlantic, including, Sales Manager, Staff Manager, Program Manager, Project Manager, and National Account Executive. Mr. Richman also spent one year with Bell Atlantic International as Marketing Consultant to the Puerto Rico Telephone Company.

Mr. Richman has been affiliated with Johns Hopkins Carey School of Business for over twenty-six years. He has taught several Graduate marketing courses including Marketing Management, Marketing Strategy, Consumer Marketing, Consumer Behavior, Sales Force and Channels of Distribution, etc. In the fall of 2018, he developed and taught an online Consumer Behavior course, and taught this course in 2019, 2020, 2021, and 2022. He also developed and taught an online New Product Development course that was launched in August 2020. This course was taught in 2020, 2021, and 2022. He has also taught Voice Telecommunications Architecture in the IT department at JHU, as well as Business Communication. He has taught Project Management at George Washington University. In addition, he has been affiliated with the University of Maryland Global Campus since 2007. Courses taught include Principles of Marketing and Strategic Marketing Management. He completed teaching a Principle of Marketing class at the Beijing Jiaotong University in Beijing,



China in August 2019. He also taught an online Introduction to Human Resource Management class for AUIA during the Winter 2020 semester, and Summer 2021 semester. In the Winter 2021, and Winter 2023 semester he taught Strategic Management online.

Mr. Richman has a Bachelor of Science in Business Administration degree from the University of Maryland. He also has two Masters degrees from Johns Hopkins University – MAS in Applied Behavioral Science Organization Development, and an MS in Management. He also has a Masters Certificate in Commercial Project Management from George Washington University.

