

Syllabus and Course Description

Fall/Spring Semester of the Academic Year of 2018

Course Title : (Chinese) 策略管理 (English) Strategic Management		Department/ Institute	IBM			
		Permanent Course ID	IBM 6157			
Instructor: Jin-Su Kang						
Credits	3	Required/ Elective	Elective	Year of Students (for undergraduate courses)		
Required competence or courses that must be previously taken by students: None						
Course Descriptions and Objectives: <u>Course Description</u> This course deals with the craft of strategy; that is, how to identify and choose a superior competitive position, how to analyze a strategic situation, and finally how to create the organizational context to make the chosen strategy work.						
<u>Objectives/Goals</u> <ul style="list-style-type: none"> ● Explore conceptual frameworks and models which will assist you to analyze competitive situation and strategic dilemmas and gain insight into strategic management; ● Help you acquire practical experience in dealing with strategic issues. 						
Textbooks (please specify titles, authors, publishers and year of publication)	<u>Textbook & Articles</u> O Harvard Business Review O Main Textbook: Contemporary Strategy Analysis by Grant, 7 th , Wiley, 2010 O Sub Textbook: Fast second: How smart companies bypass radical innovation to enter and dominate new markets by Markides and Geroski, Jossey-Bass, 2005					
Course Contents			Hours			Remarks
Topics	Outlines	Lectures	Demon- stration	Experiment	Others ⁱ	
Introduction	What is strategy	6				
Analyze industry	Analyze external environment of a firm	12				
Analyze a firm	- Analyze resources and competitive advantages of a firm - Case materials for analysis - Group project	21				

Challenges	Execute strategies	9				
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Features of Teaching (design of materials, pedagogy, evaluation, resources and other facilities):

Assessment

Attendance ¹	10 %
Class Participation ¹	20 %
Exam ²	30 %
Group Project ³	40 %
Total	100 %

Notes:

1. Attendance and participation in lectures throughout the course are mandatory. Students are required to report to the instructor of this course of the reasons of failure to attend classes. Students are also required to well prepare to comment and raise questions in discussion session of this course. One absence is allowed during the semester.

2. The purpose of this exam is to see how well you have mastered the concepts taught in the class - Open-book exam.

3. This assignment will consist of a focused research around a specific industry, where your team will address the strategic problems of a real, existing player.

3.1. Reports

Each group will be assigned a publicly-traded company (i.e. your client). As consultants, you must thoroughly evaluate your client's competitive situation.

- Prepare 5-page summary report for the client's senior executive team and
- Present outlining your analysis and strategic recommendations.

Both the report and presentation must address the followings:

- Industry analysis:
 - How to define the client's industry including its evolution and key success factors in the industry
- Competitor analysis:
 - Identify the client's competitors and assess their strengths and weakness
- Client analysis:
 - The client's competitive advantages and/or disadvantages.
- Strategic recommendations
 - 2-3 concrete strategic recommendation for improving the client's competitive position
 - Those recommendation should be plausible within a reasonable timeframe
 - Include a timeline for implementation and specific criteria for defining "success"
 - Clearly identify key assumptions and potential obstacles

3.2. Presentation

One week before, each group will receive a notice about which company your group will act as a customer. You should keep this as a secret until the following week presentation.

The audience (both the instructor and students) will evaluate both consultant and customer groups.

- Duration: Max. 10 minutes for presentation of a consultant group &
Max. 10 minutes for Q@A between a consultant and customer group.
- For consultant group,
 - Include 1 or 2 pages of summary of the customer company.
 - Be aware of that you are professional consultants. So, the audience will evaluate not only your contents but also your appearance and attitude.
- For customer group
 - Being quiet and just agreeing won't give you any points.
 - Be a management of this company at this moment and fully behave as the company executives.

* All the class materials will be uploaded at <http://dcpc.nctu.edu.tw/>

Office Hours	Time Slot	Location	Contact Information
	By appointment	Hsinchu: Assembly Building I, Room 711 Or Taipei Campus	jinsu.kang@g2.nctu.edu.tw

Syllabus

Week	Date	Contents/Topic
1		<ul style="list-style-type: none">• Course Introduction• What is strategy, Grant ch1• Case 0: Madonna
2		What is strategy? <ul style="list-style-type: none">• Markides ch7 & Grant ch2• Case 1: Nespresso
3		Analyzing the industry <ul style="list-style-type: none">• Markides ch2, and Grant ch3• Case 2: US airline from Grant ch3
4		Analyzing the industry <ul style="list-style-type: none">• Internet Environment• Case 3: Ford and the World Automobile Industry in 2012 from Grant
5		Analysis of the firm <ul style="list-style-type: none">• Grant ch5• Case 4: Walmart from Grant ch5

6		<p>Choosing a strategic position</p> <ul style="list-style-type: none"> • Markides ch1 • W. Chan Kim and Renee Mauborgne. “Creating New Market Space”. Harvard Business Review. 2004.
7		<p>Analyzing the firm’s resources (resource and capability based approach)</p> <ul style="list-style-type: none"> • C.K. Prahalad and Gary Hamel. “The core competence of the corporation”. Harvard Business Review. 1990. • Cynthia Montgomery: Note on the Analysis of Resources (HBS Note) • Markides, Chapter 5 (read) • Case 5: Harley-Davison from Grant
8		<p>Analysis of competitive advantages</p> <ul style="list-style-type: none"> • Grant, ch7 • Case 6: Air Asia from Grant ch9
9		Midterm (progress check-up for the final project)
10		<p>Business strategies in different industry contexts</p> <ul style="list-style-type: none"> • Grant, ch8 • Tarun Khana, Jaeyoung Song, and Kyongmook Lee. “The paradox of Samsung’s rise”. Harvard Business Review. 2011.
11		<p>Business strategies in different industry contexts</p> <ul style="list-style-type: none"> • Grant, ch 9 • Case 7: Raisio Group and the Benecol Launch (Grant)
12		<p>Business strategies in different industry contexts</p> <ul style="list-style-type: none"> • Grant, ch 10, ch11 • Case 8: New York Times Seeking Salvation within a Declining Industry (Grant)
13		<p>Corporate strategy</p> <ul style="list-style-type: none"> • Grant, 13 • Case 9: Eni SpA from Grant Ch15.
14		<p>Corporate strategy</p> <ul style="list-style-type: none"> • Grant, ch14/15 • Case 10: Cconma.com in South Korea: An innovative e-commerce platform
15		<p>Strategy-Making in times of change</p> <ul style="list-style-type: none"> • Joseph L Bower and Clayton M. Christensen, Disruptive Technology: Catching the Wave, Harvard Business Review, January-February 1995. • Adrian J. Slywotzky, The Profit Zone, HBS Press 1995, Chapter 1. • Markides, Chapter 4 (reprise) • Case 11: American Apparel (Grant)
16		Exam
17		Group Presentation

※ **Please adhere to pertinent regulations/laws on intellectual property rights. Do not use pirated textbooks.**

Remarks :

1. Teachers who offer required, elective, inter-campus and liberal education courses must fill out this form.
2. An electronic version of this form may be obtained from the webpage at: <http://adm.nctu.edu.tw/en/course.html>
3. Please upload this form to Course Selection System (<http://cos.adm.nctu.edu.tw/>) before the course adding/dropping period each semester(around the beginning of January and June).

ⁱ Inclusive of visiting institutes/organizations outside the NCTU or other academic events.