

Master of Business - MBUS 2012

Strategic Management (3 credit points)

COURSE OUTLINE

Course Information

Semester 2, 2011-2012

Lecture Information

Time – Venue: A 305 (59C Nguyen Dinh Chieu)

Pre-requisites: Nil

Teaching Staff

Teaching Role	Instructor
Name	Lam Huu Nguyen
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Room	D 101 – 196 Tran Quang Khai St. Dist. 1.
Consultation Times	09:00-11:00 AM Saturday.

Email Etiquette: Consultation with your lecturer via email

Your teachers receive many emails each day. In order to enable them to respond to your emails appropriately and in a timely fashion, students are asked to observe basic requirements of professional communication as follows:

Consider what the communication is about

- Is your question addressed elsewhere (e.g. in this course outline or, where applicable, on the university website?)
- Is it something that is better discussed in person or by telephone? This may be the case if your query requires a lengthy response or a dialogue in order to address. If so, make an appointment with your teacher.
- Are you addressing your request to the most appropriate person?

Specific email title to enable easy identification

- Identify the code and name of the course you are enquiring about in the email title as your teacher may be involved in more than one subject.
- Add a brief, specific header after the subject code and name where appropriate.

Professional Courtesy

- Address your teacher appropriately by name and/or title.
- Use full words (avoid abbreviations), correct grammar and correct spelling.
- Be respectful and courteous.
- Allow 3-4 working days for a response before following up. If the matter is legitimately urgent, you may wish to contact by phone and leave a voicemail message if necessary.
- Include your full name, class and identify your group in your email so that your teachers know who they are communicating with and can follow-up personally where appropriate.

1. Course Description

Strategic management is a fast-growing division in the field of general management during the past twenty years. "Being strategic" is considered the most important topic in all of management functions and is imperative for selecting a potential business manager. This course discusses theories, concepts and practical issues associated with the strategic management. Topics examined include: business vision and mission; external and internal environment analysis; competitive approaches and strategies and market position; culture, leadership, organizational capabilities and strategy execution.

The objectives of this course are to build a bridge between students and business practices, to develop comprehensive knowledge of strategic formulation and execution, and to cultivate a way of deep-rooted strategic thinking. A number of analytical frameworks and pioneering concepts that can be immediately applied to business context will be introduced and practiced. Questions or issues that are common and important in business and in daily life will be identified and discussed. It is expected that the course can help develop participants' decision-making mindset and skills through sharing, benchmarking, case discussions and lectures.

2. Learning Outcomes

On successful completion of this course, the student should be able to:

1. Discuss the basic concepts and use the conceptual framework of strategic management.
2. Apply key concepts and tools in analyzing and developing strategies.
3. Identify issues and challenges associated with strategic management.
4. Put forward and justify reasoned arguments in the area of strategic management through written assignments, case presentations, discussion groups and examination essays
5. Use a small team format, explain, critically analyze and wherever possible, propose potential solutions to current strategic management issues/problems

3. Course Requirements

Participation and Engagement

A minimum attendance of 80 percent is compulsory. Attendance records will be kept. This requirement may be waived subject to satisfying the conditions of the Student Academic Consideration Policy. General policy and information on special consideration can be found at the Office of Academic Affairs.

People learn best when they are active and engaged. Active participation is essential to the learning from this class. Participation is more than just attending class and asking an occasional question. Full participation consists of refraining from inappropriate use of one's laptop (e.g., web surfing, instant messaging, reading e-mail, doing assignments of other classes), well preparing for each class, listening carefully, asking thoughtful questions that help all participants learn, responding respectfully to peers, and engaging productively in all class activities etc.

Studying textbook and readings before a class is highly recommended. The key concepts, models will be covered in the class discussion. However, due to time limitation, the class discussion may not be able to cover all the materials in the textbook in

the class. Therefore, reading all materials prior to the class will be much helpful for participation and learning effectiveness. Participants are encouraged to discuss with instructors and the others all the course-related issues.

Group presentation

The purpose of group presentation is to extend the knowledge from the textbook with the breakthrough thinking and developments of the field of strategic management. Participants are assigned randomly into groups to present the assigned material to the class. Time for each presentation is about 30 minutes. The grade of the group is the grade of its member.

All participants are expected to read the material before the class and actively involved in the class discussion.

Group-based case presentation and write-up

Participants are randomly assigned into six groups (5 in a group) for pre-class case preparation and in-class case presentation and discussion-leading.

The leading group is required to present with PPT and, most importantly, to lead the class discussion; all of which should last about 75 minutes in total. It is highly encouraged to find additional material to support group presentation and discussion. The remained groups need to finish a two page summary for each case and submits to the instructor before the class. The write-up should summarize the key issues of a case and identify their key implications.

Open book final exam

The main purposes of written examinations are helping participants to remember and reflect what you have learned in the class. The primary sources of exam questions include PPTs, concepts, issues, questions, scenarios highlighted in each class, and textbook chapters.

Participants can bring any written documents into the exam. However, they CANNOT use any electronic devices (e.g., laptop, cell phone etc.) during the exam.

4. Course Assessments

- Class attendance, participation, and contribution: 10%
- Group presentation: 30%
- Case presentation and leading: 15%
- Group case write-up and assessments: 15%
- Final exam: 30%

5. Course Schedule

The following is the outline that sets topics for the subject. The instructor reserves the right to revise this outline throughout the semester to either add or delete material as necessary to accomplish the goals of the course.

Session	Contents
May 22	<p>Introduction to the course</p> <p>Overview of Strategic Management:</p> <ul style="list-style-type: none"> • Chapter 1: What Is Strategy and Why Is It Important?
May 24	<p>Class Discussion:</p> <ul style="list-style-type: none"> • Chapter 2: Charting a Company's Direction: Vision and Mission, Objectives, and Strategy. • Chapter 3: Evaluating a Company's External Environment. <p>Group Presentation</p> <ul style="list-style-type: none"> • Porter, M. 1996. What is Strategy? <i>Harvard Business Review</i>, November-December: 61-78. • Hambrick, D. C. & Fredrickson, J. W. 2001. Are You Sure You Have a Strategy? <i>Academy of Management Executive</i>, 15(4): 48-59. • Collis, D. J., & Rukstad M. G. 2008. Can You Say What Your Strategy Is? <i>Harvard Business Review</i>, April: 82-90.
May 29	<p>Class Discussion:</p> <ul style="list-style-type: none"> • Chapter 4: Evaluating a Company's Resources, Capabilities, and Competitiveness. • Chapter 5: The Five Generic Competitive Strategies. <p>Group Presentation</p> <ul style="list-style-type: none"> • Nohria, N., Joyce, W., & Roberson, B. 2003. What Really Works? <i>Harvard Business Review</i>, July: 43-52. • Ready, D. A., & Truelove, E. 2011. The Power of Collective Ambition. <i>Harvard Business Review</i>, December: 94-102. • Beinhocker, E., Davis, I., & Mendonca, L. 2009. The Ten Trends You Have To Watch. <i>Harvard Business Review</i>, July–August: 55-60.
May 31	<p>Class Discussion:</p> <ul style="list-style-type: none"> • Chapter 6: Strengthening a Company's Competitive Position. • Chapter 7: Strategies for Competing in International Markets.

	<p>Group Presentation</p> <ul style="list-style-type: none"> • Prahalad, C.K. & Hamel, G. 1990. The Core Competence of Corporation, <i>Harvard Business Review</i>, May-June: 79-90. • Ulrich, D. & Smallwood, N. 2004. Capitalizing on Capabilities. <i>Harvard Business Review</i>, June: 119-127. • Collis, D. J. & Montgomery, C. A. 2008. Competing on Resources. <i>Harvard Business Review</i>, July–August: 140-150.
June 5	<p>Class Discussion:</p> <ul style="list-style-type: none"> • Chapter 8: Corporate Strategy: Diversification and the Multi-business Company. • Chapter 9: Ethics, Corporate Social Responsibility, Environmental Sustainability, and Strategy. <p>Group Presentation</p> <ul style="list-style-type: none"> • Malhotra, D., Ku, G., & Murnighan, J. K. 2008. When Winning is Everything! <i>Harvard Business Review</i>, May: 78-86. • Hagel III, J., Brown, J. S., & Davison, L. 2008. Shaping Strategy in a World of Constant Disruption. <i>Harvard Business Review</i>, October: 81-89. • Camillus, J. C. 2008. Strategy as Wicked Problem. <i>Harvard Business Review</i>, May: 99-106.
June 7	<p>Class Discussion:</p> <ul style="list-style-type: none"> • Chapter 10: Building an Organization Capable of Good Strategic Execution. • Chapter 11: Managing Internal Operations: Actions that Promote Good Strategic Execution. <p>Group Presentation</p> <ul style="list-style-type: none"> • Eisenhardt, K. M. & Sull, D. N. 2001. Strategy as Simple Rule. <i>Harvard Business Review</i>, May: 107-116. • Simons, R. 2010. Stress-Test Your Strategy: The 7 Questions to Ask. <i>Harvard Business Review</i>, November: 93-100. • Neilson, G. L., Martin, K. L., & Powers, E. 2008. The Secrets to Successful Strategy Execution. <i>Harvard Business Review</i>, June: 61-70.
June 12	<p>Class Discussion:</p> <ul style="list-style-type: none"> • Chapter 12: Corporate Culture and Leadership: Keys to Good Strategy Execution

	<p>Group Presentation</p> <ul style="list-style-type: none"> • Kaplan, R. & Norton, D. 2008. Mastering the Management System. <i>Harvard Business Review</i>, January: 63-77. • Kaplan, R. & Norton, D. 2005. The Office of Strategy Management. <i>Harvard Business Review</i>, October: 72-80. • Montgomery, C. A. 2008. Putting Leadership Back into Strategy. <i>Harvard Business Review</i>, January: 54-60. <p>Case Presentation</p> <ul style="list-style-type: none"> • Case 4: Dell Inc. in 2008: Can It Overtake Hewlett-Packard as the Worldwide Leader in Personal Computers?
June 14	<p>Case Presentations</p> <ul style="list-style-type: none"> • 8: Apple Inc. in 2010 • 18: Robin Hood
June 19	<p>Case Presentations</p> <ul style="list-style-type: none"> • 19: Shangri-La Hotels • 20: Toyota Motor Company: Losing its Quality Edge?
June 21	<p>Case Presentations</p> <ul style="list-style-type: none"> • 21: Starbucks' Strategy and Internal Initiatives to Return to Profitable Growth <p>Summary of the course</p>

6. Learning Resources

Textbook and Major Readings

Thompson, AA, Peteraf, MA, Gamble, JE & Strickland, AJ III 2012, *Crafting & Executing Strategy: The Quest for Competitive Advantage - Concepts & Cases*, 18th edn (global Edn), McGraw-Hill Irwin, NY, USA.

Beinhocker, E., Davis, I., & Mendonca, L. 2009. The Ten Trends You Have To Watch. *Harvard Business Review*, July–August: 55-60.

Camillus, J. C. 2008. Strategy as Wicked Problem. *Harvard Business Review*, May: 99-106.

Collis, D. J. & Montgomery, C. A. 2008. Competing on Resources. *Harvard Business Review*, July–August: 140-150.

Collis, D. J., & Rukstad M. G. 2008. Can You Say What Your Strategy Is? *Harvard Business Review*, April: 82-90.

- Eisenhardt, K. M. & Sull, D. N. 2001. Strategy as Simple Rule. *Harvard Business Review*, May: 107-116.
- Hagel III, J., Brown, J. S., & Davison, L. 2008. Shaping Strategy in a World of Constant Disruption. *Harvard Business Review*, October: 81-89.
- Hambrick, D. C. & Fredrickson, J. W. 2001. Are You Sure You Have a Strategy? *Academy of Management Executive*, 15(4): 48-59.
- Kaplan, R. & Norton, D. 2005. The Office of Strategy Management. *Harvard Business Review*, October: 72-80.
- Kaplan, R. & Norton, D. 2008. Mastering the Management System. *Harvard Business Review*, January: 63-77.
- Malhotra, D., Ku, G., & Murnighan, J. K. 2008. When Winning is Everything! *Harvard Business Review*, May: 78-86.
- Montgomery, C. A. 2008. Putting Leadership Back into Strategy. *Harvard Business Review*, January: 54-60.
- Neilson, G. L., Martin, K. L., & Powers, E. 2008. The Secrets to Successful Strategy Execution. *Harvard Business Review*, June: 61-70.
- Nohria, N., Joyce, W., & Roberson, B. 2003. What Really Works? *Harvard Business Review*, July: 43-52.
- Porter, M. 1996. What is Strategy? *Harvard Business Review*, November-December: 61-78. 18
- Prahalad, C.K. & Hamel, G. 1990. The Core Competence of Corporation, *Harvard Business Review*, May-June: 79-90.
- Ready, D. A., & Truelove, E. 2011. The Power of Collective Ambition. *Harvard Business Review*, December: 94-102.
- Simons, R. 2010. Stress-Test Your Strategy: The 7 Questions to Ask. *Harvard Business Review*, November: 93-100.
- Ulrich, D. & Smallwood, N. 2004. Capitalizing on Capabilities. *Harvard Business Review*, June: 119-127.

Recommended Texts

- Barney, J. & Hesterly, W. 2008. *Strategic Management and Competitive Advantage: Concepts and Cases* (2nd eds.). Prentice Hall.
- Grant, R. 2010, *Contemporary Strategy Analysis*, J. Wiley, New York, USA.
- Hambrick, D. C., & Chen, M.-J. 2008. New Academic Fields as Admittance-seeking Social Movements: The Case of Strategic Management. *Academy of Management Review*, 33 (1): 32-54.
- Hill, C. W. L. & Jones, G. R. 2009. *Theory of Strategic Management* (8th eds.). Cengage Learning.

Hubbard, G & Beamish, P. 2011, *Strategic Management*, Pearson Australia, Frenchs Forest, NSW.

Ireland, R. D., Hoskisson, R. E., & Hitt, M. A. 2011. *The Management of Strategy: Concepts and Cases* (9th eds.). Thompson South-Western, Mason, OH, USA.

Johnson, G, Whittington, R & Scholes, K. 2011, *Exploring Strategy: Text and Cases*, 9th edn., Pearson Education, Harlow, Essex.

Kaplan, R. & Norton, D. 2006. How to Implement a New Strategy Without Disrupting Your Organization. *Harvard Business Review*, March.

Kaplan, R. & Norton, D. 2007. Using the Balanced Scorecard as a Strategic Management System. *Harvard Business Review*, July–August.

Nag, R., Hambrick, D. C., & Chen, M. J. 2007. What is Strategic Management, Really? Inductive Derivation of a Consensus Definition of the Field. *Strategic Management Journal*, 28: 935–955.

Pearce, J & Robinson, RB, Jr. 2011, *Strategic Management: Formulation, Implementation and Control*, 12th edn, Irwin, Chicago, Illinois, USA.

Porter, M. 2008. The Competitive Forces that Shape Strategy. *Harvard Business Review*, January: 78-93.

Porter, M. E. 1985. *Competitive Advantage*. Free Press.

Wheelen, T. L. & Hunger, J. D. 2010. *Strategic Management & Business Policy*, 12th edn, Prentice Hall.

Journals

Strategic Management Journal

Academy of Management Journal

Harvard Business Review

Asia Pacific Journal of Management

Long Range Planning

Additional materials

Will be provided in class.