

MAKSI

Faculty of Economics and Business

Universitas Gadjah Mada

Course Syllabus
STRATEGIC MANAGEMENT

Course Description

Unlike other business courses with concentration limited on the certain functions or sections of accounting-business, finance, marketing, production/operation, human resources, or information system – strategic management is a course of “big picture”. This course includes “the whole spectrum of business and management”. The focus of attention of strategic management lies on the “total enterprise” – how the corporate environment operates, its internal conditions and prospects for success.

During the course, students will learn about “the foremost issue in running a business enterprise”: what should be well conducted by a manager to put the company in the winner’s position in the game of business? The answer of this question, which is the course’s theme, is “good strategy-making and good strategy-execution are always the most reliable signs of good management”. The tasks of this course are to explore why “good strategic management leads to good business performance” and to prepare students in learning the methods of “crafting a well-conceived strategy and executing it competently”.

Students are asked to prove, question and evaluate all internal and external aspects of a company, evaluate the company’s ability to face its rivals, and improve the skills in formulation and executing company strategies. Furthermore, students also learn to develop their power of managerial judgment at the top management level. Surely, this will be the first time students solve a business puzzle and manage it in a strategic harmony to win the competition.

Course Objectives

1. To develop a strategic thinking capability about a company, its business strategic position, and the method of creating sustainable competitive excellence
2. To develop a skill in the implementation of strategic analysis on various industrial situations and competitions

3. To improve the skill of managing an organizational process in the formulation, formation, implementation or execution of strategies
4. To integrate various functions of company (e.g. marketing, finance and accounting, production/operation, human resources, organizational behavior) into a holistic approach
5. To develop the power of managerial judgments, familiarize students with the problems at the top management level, and improve the understanding on competitive challenges in the global business environment
6. To apply the theories, concepts, and techniques of strategic management on various real business situations using the case method

Text Books and Materials

Thompson, Jr., A. A., Peteraf, M.A., Gamble, J.E., and Strickland III, A.J. 2014. *Crafting and Executing Strategy The Quest for Competitive Advantage: Concepts and Cases*, 19th edition. Boston, MA: Irwin/McGraw-Hill (TSG)

Supplementary Materials

Hill, C.W.L. & Jones, G.R. 2001. *Strategic Management: An Integrated Approach*, 4th edition. Boston, MA: Houghton Mifflin Company (HJ)

Hax, A.C. & Majluf, N.S. 1996. *The Strategy Concept and Process: A Pragmatic Approach*. 2nd Edition. Prentice Hall (HM)

Porter, M.A. 1980. *Competitive Strategy: Techniques for Analyzing Industries and Competitors*. New York: The Free Press. (Por)

Class Requirements

1. **Class Participation.** Students are expected to come to class ready to actively participate in class discussions and case discussions, by **reading, writing, and submitting** summaries of required course materials, and **prepare** analyses of pre-determined cases. Each students are required to become an active participant and make significant contributions. Class participation grade must be achieved through consistent contributions in class discussions. Students are responsible for the learning process. Summaries of required course materials are to be submitted at the **beginning** of each session, and late submissions will not be accepted.

2. **Case Assignment Report.** Every group is required to submit an executive summary of the result of analysis of every case. This case assignment is to be submitted at the **beginning** of the discussion of the case in question (see course outline in the following page). Late submissions will not be accepted.
3. **Examination.** One mid-term examination and one final semester will be given to test students' knowledge, mastery, and ability to apply the theories and techniques of managerial problem-solving. Exam materials will not be cumulative.

Performance Evaluation

Mid-term examination	30%
Final examination	30%
Case report (oral/written)	20%
Class participation	20%

Course Outline

Session	Topic	Material	Activity
1	Orientation and course preview Concepts of Strategy and The Reason Strategy is Important	TSG: 1	Discussion & Participation
2	Managerial Process of Crafting and Executing Strategy: Strategic vision, mission, and corporate objectives External Analysis: PEST and Industrial Analysis	TSG: 2 & 3 HM: 6	Discussion & Participation
3	Internal Analysis: Resource and Capability Assessment	TSG: 4 HM: 5 Por: 1,3,4,7,8	Discussion & Participation
4	Concepts of Competitive Strategy	TSG: 5 Por: 2,5,6	Discussion & Participation
5	Advanced Competitive Strategy Case Discussion #1: Costco Wholesale in 1012	TSG: 6 HJ: 8	Discussion & Participation
6	Competition Strategy in Global Market Case Discussion #2: Harry Lindsol's Textbook Decision	TSG: 7 HJ: 7 Por: 9-13	Discussion & Participation
7	Case Discussion #3: Under Armour Case Discussion #4: Lululemin athletica, Inc.		

MID-TERM EXAMINATION			
8	Corporate Strategy	TSG: 8 Por: 14,15,16 HM: 11-16	Discussion & Participation
9	Advance Corporate Strategy	Article	Discussion & Participation
10	Ethical Business Strategy	TSG: 9	Discussion & Participation
11	Building an Organization Capable of Execution of Strategy Case Discussion #5: The Walt Disney Company	TSG: 10	Discussion & Participation
12	Managing Internal Operation Case Discussion #6: Reinventing Accor	TSG: 11	Discussion & Participation
13	Culture and Leadership Case Discussion #7: Hanson (A)	TSG: 12	Discussion & Participation
14	Case Discussion #8: Starbucks in 2012 Wrap up		Discussion & Participation
FINAL EXAMINATION			

Group Information

Group 1		Group 2	
1		1	
2		2	
3		3	
4			