

## SYLLABUS

<b>Subject Code</b>	ECMM 801021
<b>Subject Title</b>	Strategic Management in A Global Context
<b>Credit Value</b>	3 Credits
<b>Year/Semester</b>	2025-2026/Odd
<b>Day/Hour</b>	
<b>Subject Type</b>	Compulsory
<b>Prerequisite/ Co-requisite/ Exclusion</b>	
<b>Role and Purposes</b>	<p><b><u>Role:</u></b></p> <p>This course in strategic management study is specifically combined with the perspective of strategic or business model innovation. Mastery of the principles of Strategic Management is necessary for executives acting as company leaders who aim to run a company that does better than its competitors. This course explores various kinds of thinking frameworks and techniques of analysis in the practice and process of strategic making and implementation in order to determine the objectives of the business, to identify the impacts of the external environment, to develop internal resources, and to select competitive strategies in the marketplace. Strategic Management is characterized as integrated, combining the functions of management (marketing, finance, operations, technology, human resources, etc.) to make a move in sustaining a competitive advantage in the market, and to maintain the balance among the company's various interests.</p> <p><b><u>Purposes:</u></b></p> <ol style="list-style-type: none"> <li>1. To equip participants with the strategic thinking frameworks, along with the principles and best practices that may increase the managerial capabilities to run and develop the company.</li> <li>2. To train participants to contribute creatively in the workplace to benefit a company's competitiveness by identifying and mapping the development of resources and capabilities, and excellent competitive positions in the context of turbulent environments.</li> </ol>

<b>Subject Learning Outcomes</b>	<p><u>Program Objectives:</u></p> <p>MM FEB-UI graduates should:</p> <ol style="list-style-type: none"> <li>1. Demonstrate integrity, ethical behavior, and respect for diversity.</li> <li>2. Demonstrate concerns about society.</li> <li>3. Demonstrate effective leadership qualities.</li> <li>4. Have effective communication skills within a global setting.</li> <li>5. Be able to conduct applied business research.</li> <li>6. Exhibit an entrepreneurial spirit.</li> <li>7. Demonstrate creativity and innovative thinking.</li> <li>8. Be able to formulate business models using contemporary approaches.</li> </ol>
	<p><u>Learning Goals (LG) &amp; Learning Objectives (LO):</u></p> <ol style="list-style-type: none"> <li>1. <b>LG 1: ETHICS AND SOCIAL RESPONSIBILITY</b> – Students have an awareness of ethics and social responsibility.  <b>LO:</b> Students are sensitive to ethical and social issues in management decisions; for instance, to distinguish between ethical and unethical behavior.</li> <li>2. <b>LG 3: ORAL COMMUNICATION SKILLS</b> – Students are able to demonstrate oral communication skills.  <b>LO:</b> Students are able to present their business ideas properly; for example, to introduce their presentations in clear and interesting ways, to deliver content with a logical structure, to organize their ideas in a presentation, to use presentation techniques (body language, facial expression, appropriate voice and tone) appropriately, to develop and use of visual aids or technology , and to apply appropriate techniques to engage with the audience .</li> <li>3. <b>LG 4: WRITTEN COMMUNICATION SKILLS</b> – Students are able to demonstrate written communication skills.  <b>LO:</b> Students are able to convey an idea briefly, clearly, and persuasively through written communication. For instance, developing ideas logically in paragraphs and connect them with effective transitions, using appropriate language, correct spelling, and grammar, and providing supporting ideas/reasoning/details relevant to the ideas.</li> <li>4. <b>LG 5: CRITICAL THINKING</b> – Students are able to demonstrate that they are critical thinkers.  <b>LO:</b> Students are able to argue and draw conclusions on an issue based on supportive evidence in business cases; for example, delivering key ideas or points, comparing, analyzing and evaluating alternative choices, justifying an argument or solution with supporting evidence/relevant references , and drawing conclusions .  <b>ONLY LG 5 WILL BE ASSESSED FOR AACSB PURPOSES.</b></li> <li>5. <b>LG 6: DESIGN THINKING</b> – Students are able to demonstrate that they are design thinkers.  <b>LO:</b> Students are able to identify problems, create alternative solutions, create prototypes of the solutions and implement those solutions.</li> </ol>

Subject Synopsis/ Indicative Syllabus	Week	Topic	Sub-Topics	Reading Materials
	1.	<b>Introduction to Strategic Management</b>	a. Syllabus Explanation. b. What Strategy Is: Gaining and Sustaining Competitive Advantage c. Stakeholder Strategy and Competitive Advantage d. The Analysis, Formulation, Implementation (AFI) Strategy Framework	1. Syllabus 2. Rothaermel (2024): Ch. 1
	2.	<b>Strategic Leadership: Managing the Strategy Process</b>	a. Strategic Leadership b. Vision, Mission, and Values c. The Strategic Management Process d. Strategic Decision Making	1. Rothaermel (2024): Ch. 2 2. Rothaermel (2024): Minicase #2: Microsoft: Satya Nadella hits Refresh
	3.	<b>External Analysis: Industry Structure, Competitive Forces, and Strategic Groups</b>	a. The PESTEL Framework b. Industry Structure and Firm Strategy: The Five Forces Model c. Changes Over Time: Entry Choices and Industry Dynamics d. Performance Differences within the Same Industry: Strategic Groups e. <b>Project Presentation 1: External Analysis: Macro Environment Analysis, Industry Structure, and Firm Strategy (Group 1)</b>	1. Rothaermel (2024): Ch. 3 2. Rothaermel (2021): Minicase #3: Robinhood: Democratizing Investing or Robbing Investors?
	4.	<b>Internal Analysis: Resources, Capabilities, and Core Competencies</b>	a. From External to Internal Analysis b. Core Competencies c. The Resource-Based View d. The Dynamic Capabilities Perspective e. The Firm Value Chain and Strategic Activity Systems f. <b>Project Presentation 2: Internal Analysis: Resource, Capabilities, Competencies (Group 2)</b>	1. Rothaermel (2024): Ch. 4 2. Rothaermel (2024): Minicase #4: Dr. Dre's Core Competency: Coolness Factor
	5.	<b>Competitive Advantage, Firm Performance, and Business Model</b>	a. From CSR to Creative Shared Value b. Competitive Advantage c. <b>Project Presentation 3: Competitive Advantage, Firm Performance &amp; Business Model (Group 3)</b>	1. Rothaermel (2024): Ch. 5 2. Rothaermel (2024): Minicase #5: Sustaining Shared Value: The Rise and Fall of Toms Shoes
	6.	<b>Business Strategy: Differentiation, Cost Leadership, and Blue Oceans</b>	a. Business-Level Strategy: How to Compete for Advantage. b. Differentiation Strategy: Understanding Value Drivers. c. Cost-Leadership Strategy: Understanding Cost Drivers d. Business-Level Strategy and the Five Forces: Benefits and Risks. e. Blue Ocean Strategy: Combining Differentiation and Cost Leadership. f. <b>Project Presentation 4: Generic Strategies, Digital Strategy (Group 4)</b>	1. Rothaermel (2024): Ch. 6 2. Rothaermel (2024): Minicase #6: Warby Parker's Blue Ocean Strategy
	7.	<b>Business Strategy: Innovation, Entrepreneurship, and Platforms</b>	a. Competition Driven by Innovation b. Strategic and Social Entrepreneurship c. Innovation and The Industry Life Cycle d. Types of Innovation e. Platform Strategy f. <b>Project Presentation 5: Innovation &amp; Strategic Entrepreneurship (Group 5)</b>	1. Rothaermel (2024): Ch. 7 2. Rothaermel (2024): Minicase #7: Platform Strategy: How PayPal Solved the Chicken-or-Egg Problem
	<p style="text-align: center;"><b>Mid Term Examination</b> AACSB Traits: LG 5: Students will be able to apply critical thinking to summarize the key ideas and to compare, analyze, and evaluate alternative solutions.</p>			

Week	Topic	Sub-Topics	Reading Materials
8.	<b>Corporate Strategy: Vertical Integration and Diversification</b>	a. What is Corporate Strategy? b. Vertical Integration along The Industry Value Chain. c. Corporate Diversification: Expanding Beyond a Single Market d. <b>Project Presentation 8: Business Diversification &amp; Parenting Strategy (Group 1)</b>	1. Rothaermel (2024): Ch. 8 <b>2. Rothaermel (2024): Minicase #8: GE: Corporate Strategy Gone Bad</b>
9.	<b>Corporate Strategy: Strategic Alliances, Mergers, and Acquisitions</b>	a. How Firms Achieve Growth b. Strategic Alliances c. Merger and Acquisitions d. <b>Project Presentation 9: Strategic Alliance, Merger &amp; Acquisition (Group 2)</b>	1. Rothaermel (2024): Ch. 9 2. Rothaermel (2024): Minicase #9 : LVMH Acquires Tiffany: The American Jeweler Learns How to Speak French
10.	<b>Global Strategy: Competing Around the World</b>	a. What is Globalization? b. Competing Globally: Where and How? c. Cost Reductions vs. Local Responsiveness. d. National Competitive Advantage: World Leadership in Specific Industries. e. <b>Project Presentation 10: Entering International/Global Markets (Group 3)</b>	1. Rothaermel (2024): Ch. 10 2. Rothaermel (2024) Minicase #10: Hollywood Goes Global
11.	<b>Organizational Design: Structure, Culture, and Control</b>	a. Organizational Design and Competitive Advantage b. Strategy and Structure c. Organizing for Innovation d. Organizational Culture: values, Norms, and Artifacts e. Strategic Control-and-Reward Systems f. <b>Project Presentation 11: Structure, Culture, Control &amp; Firm Strategy Execution (Group 4)</b>	1. Rothaermel (2024): Ch11 2. Rothaermel (2024) Minicase #11: Chick-fil-A's Structure, Culture, and Control
12.	<b>Corporate Governance, Business Ethics, and Sustainability</b>	a. Corporate Governance b. Strategy and Business Ethics c. Business Models: Strategy in Action d. <b>Project Presentation 12: Ethics, Governance, Social Responsibility &amp; Sustainability Management (Group 5)</b>	1. Rothaermel (2024): Ch. 12 <b>2. Rothaermel (2024): Minicase #12: Purdue Pharma and the Opioid Addiction Crisis</b>
13.	<b>Strategic Response in Global Crisis &amp; Resiliency</b>	a. Strategic Response in Global Crisis b. Organizational Resiliency & Its Effect on Performance	<b>Guest Speakers</b>
14.	<b>Project Presentation</b>	<b>Final Project Presentation (Group 1-5)</b>	<b>PPT Final Paper</b>
<b>Final Examination</b> <b>AACSB Traits:</b> LG 5: Students will be able to apply critical thinking to justify an argument or solution with supporting evidence/relevant references and to draw conclusions.			

<b>Assessment Method in Alignment with Intended Learning Outcomes</b>				
	<b>Description</b>	<b>Percentage of Evaluation (%)</b>	<b>Mid Term Examination (LG 5)</b>	<b>Final Examination (LG 5)</b>
	Participation/Discussion (PCL)	10%	LG 5: Students will be able to apply critical thinking to summarize the key ideas and to compare, analyze, and evaluate alternatives solutions. (50%)	
	Group Presentation–First Half	10%		
	Mid-Term Exam	20%		
	Participation/Discussion	10%		LG 5: Students will be able to apply critical thinking to justify an argument or solution with supporting evidence/relevant references and to draw conclusions (50%)
	Group Presentation–Second Half	10%		
	Project-Base Paper (Group)	20%		
	Final Examination	20%		
	<b>Total (Score)</b>	<b>100 %</b>	<b>50%</b>	<b>50%</b>
<b>Details of learning method</b>	<p><b>No. 1. Participation/Discussion (PCL)</b> Each student is required to participate actively in teaching and learning process, in the form of:</p> <ol style="list-style-type: none"> <li>Chapter reading before each session.</li> <li>Discussing understanding.</li> <li>Asking relevant questions.</li> <li>Answering questions.</li> <li>Discussing issues related to the topic.</li> <li>Making suggestions or providing feedback for other students.</li> </ol> <p>Following Master of Management Program policy, student will be rewarded with Yellow, Green, and Blue Cards to indicate their level of participation. Total rewards will be calculated in the end of first half and second half of this course.</p>			
	<p><b>No. 2. Group Presentation</b></p> <ol style="list-style-type: none"> <li>After the first and eighth sessions, a group of students will deliver a presentation covering the session's topic (topic and subtopics) and the reading materials, including a case analysis for each session.</li> <li>Each Presenting Group should present the case analysis as part of the presentation. Presentations will cover all topics, subtopics, and the assigned reading for the session, as well as the session's case analysis.</li> <li>This presentation should not be more than 25 slides</li> </ol> <p><b>No. 3 Mid Term Examination</b></p> <ol style="list-style-type: none"> <li>Midterm examination given in the quarter of the semester. It is the formative assessment to measure students' understanding on the course materials within the first half of the semester.</li> </ol>			

- b) Midterm examination will be held in the parallel arrangement in the form of list of academic problems (questions) developed by lecturer team.
- c) **AACSB Traits:** The contents of the midterm examination are based on learning goal 5, which is applying critical thinking to summarize key ideas and to compare, analyze and evaluate alternative choices.

#### **No. 4. Project-base Paper**

Group-based Assignment, Class will be divided into 5 Group, with the following arrangement:

- a) Each group should consult and have lecturer approval to determine the corporate to be analyzed. Three basic criteria area s follow:
  - The corporate should be at least can be categorized as a medium-size corporation.
  - Each group within the same class should choose a corporation from different industries.
  - To increase the accessibility of corporate's data, it is suggested to choose a corporate that has already been listed in the capital market (A public corporation).
- b) Each group has to develop a comprehensive, project-based paper covering single corporation with the aim to learn how each corporation formulate, implement, execute, and evaluate their strategies to cope with current business dynamics.
- c) Starting from the Third (3<sup>rd</sup>) Week, each group submit the progress of the project paper, and continuously prepare the project paper 15 minutes presentations. Detail activities will be explained by the teaching lecturer in each class.
- d) The papers shall not be written in the following order:
  - The paper should be typed written professionally, explicitly give references on every concept, theory or research used.
  - The length of the paper is a maximum of 50 pages, 1 ½ space, with Times New Romans font 12. It does not include Attachments, Tables, Figures or other basic information.
  - Any paper, which does not meet the above requirement, shall be returned for improvement, which has to be submitted on the following week session.
  - All paper should be checked with Turnitin for similarity testing. Maximum tolerance for Turnitin report is 15%.
- e) Paper outline:
  - **Chapter 1.** Introduction, Macro Environment Analysis, Industry Structure and Company Profile.
  - **Chapter 2.** Internal Analysis:
    - ✓ Firm Strategy, Resource, Capabilities, and Competencies.
    - ✓ Competitive Advantage, Firm Performance & Business Model.
    - ✓ Generic and Digital Strategy.
    - ✓ Business Innovation, Strategic Entrepreneurship, and Social Entrepreneurship.
  - **Chapter 3.** Corporate Strategy Analysis:
    - ✓ Business Diversification and Parenting Strategy.
    - ✓ Entering Global Market through Strategic Alliance, Merger, and Acquisition.
    - ✓ Organizational Structure, Culture, and Control.
    - ✓ Ethics, Governance, Social Responsibility, and Sustainability Management.
  - **Chapter 4.** Discussion
    - ✓ Overall Analysis from a Multiple Point of View.
    - ✓ Compare and Contrasts Analysis with the closest competitor.
    - ✓ Business Implication.
  - **Chapter 5.** Conclusion, Suggestions, and Managerial Implications.
- f) **Paper Submission Deadline:**

	<p>All Project-base paper should be submitted in the Final Examination day.</p> <p><b>No. 4 Final Examination</b></p> <ol style="list-style-type: none"> <li>Final examination will be given at the end of the semester to determine whether each individual student has adequately learned the material covered in the learning period.</li> <li>Final examination will be held in the parallel arrangement in the form of list of academic problems (questions) developed by lecturer team.</li> <li><b>AACSB Traits:</b> The content of the final examination is based on learning goal 5, which is applying critical thinking to justify an argument or solution with supporting evidence/relevant references in order to draw conclusions.</li> </ol> <p><b>No. 5 Students' Final Score</b></p> <p>Students' final scores are the average of both halves of the semester. These scores are also the score of the AACSB implementation process.</p>										
<b>iStudent Study Effort Expected</b>	<table border="1"> <tr> <td colspan="2"><b>Class Contacts:</b></td></tr> <tr> <td>Lectures</td><td>35 hours</td></tr> <tr> <td>Presentation &amp; Discussion (Q&amp;A)</td><td>6 hours</td></tr> <tr> <td colspan="2"><b>Other Student Study Effort:</b></td></tr> <tr> <td>Preparation for reading/assignment/quiz</td><td>40 hours</td></tr> </table>	<b>Class Contacts:</b>		Lectures	35 hours	Presentation & Discussion (Q&A)	6 hours	<b>Other Student Study Effort:</b>		Preparation for reading/assignment/quiz	40 hours
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<b>Other Student Study Effort:</b>											
Preparation for reading/assignment/quiz	40 hours										
<b>Reading List &amp; References</b>	<p><b>Mandatory Textbook:</b> Rothaermel, F. T. (2024). <i>Strategic Management</i>. 6<sup>th</sup> Edition. New York: McGraw-Hill Education.</p> <p><b>Note:</b> This course depends on textbook as class material guidance and reference. Therefore, each student must have the main textbook. Fail to fulfill this, students are not allowed to attend the class.</p>										
<b>Plagiarism</b>	<p>Plagiarism is defined as inserting words/sentences/ideas belonging to other author/s in part or in whole without referring to the sources. Students must indicate the source of any words/sentences from other author/s in his/her writing.</p> <p>Plagiarism also refers to the copying in part or in whole other student's assignment, or copying from books, journals, web, magazines, newspapers, etc.</p> <p>Plagiarism includes also the act of auto-plagiarism defined as the use of one's own words/sentences/ideas taken from other assignment/paper that have been submitted for grading in other or the same course without any reference to its/their source(s).</p> <p>In accordance to the disciplinary rules and code of ethics for students as indicated on the Guidebook of FEB-UI, students are prohibited to conduct plagiarism, and will be sanctioned/punished accordingly.</p> <p>The sanctions/ punishment are as follows:</p> <ul style="list-style-type: none"> <li>First time offense, the minimum sanction is a Zero (0) grade for the assignment or maximum an F.</li> <li>Second time offense, the grade for the course will be an F.</li> </ul> <p>Third time offense, the student will be expelled from Department of Management, FEB-UI.</p>										

<b>Statement of Authorship</b>	<p>It is mandatory that a <i>Statement of Authorship</i> must be included and posted on the front page of the assigned paper.</p> <p style="text-align: center;"><b>Statement of Authorship</b></p> <p>I/We.....the undersigned declare to the best of my/our ability that the paper/assignment here with is an authentic writing carried out by myself/ourselves. No other authors or work of other authors have been used without any reference to its sources.</p> <p>This paper/assignment has never been presented or used as paper assignment for other courses except if I/we clearly stated otherwise.</p> <p>I/We fully understand that this assignment can be reproduced and/or communicated for the purpose of detecting plagiarism.</p> <p>Name :  Student's ID Number :  Signature :  Course :  Paper/Assignment Title :  Date :  Lecturer :</p> <p>(signed by all and every single student if it's a group assignment)</p>
<b>Closing the Loop/ Rising the Bar for AACSB Assessment</b>	<p><b>Improvement on the learning experience with the additional Project-base Paper group assignment.</b></p>