



Korea University International Winter Campus (KU IWC) 2021-2022

Join our winter, cherish your winter

December 27, 2021 ~ January 14, 2022

IWC129B – Strategic Management

I . Instructor

Professor	:	Yi Li, PhD
E-mail	:	yi.li2@sydney.edu.au
Home Institution	:	The University of Sydney
Class Time	:	Online, 1:10 pm – 3:50 pm
Office	:	TBA
Office Hours	:	By appointment via email

II. Textbook

Required
Textbook

Strategic Management and Competitive Advantage, 5th Edition:
Barney, J.B. & Hesterly, W.S.: Pearson, Prentice-Hall 2010. (E-Text)

Strategic Management and Competitive Advantage



Jay B. Barney ■ William S. Hesterly

ISBN-13: 9780133129304

Recommended Additional Readings	:	Business Week, Wall Street Journal, Economist, Fortune, Harvard Business Review and other business periodicals.
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III. Course Description and Objectives

This course focuses on how a firm can develop and implement effective business-level and corporate-level strategies. Implicitly or explicitly, every firm defines the scope of its business operations, and how it will compete against its rivals. Decisions about the scope of business constitute the firm's corporate strategy; decisions about how to compete within chosen market segments reflect the firm's business-level strategy.

Successfully completing this course, you should be able to:

- Identify and clearly articulate the internal and external factors that lead to a firm's strategic choices;
- Use specific management tools to make valid strategic decisions;
- Apply critical thinking to complex management problems with multiple alternative solutions;
- Collaborate effectively in teams to develop and defend strategy recommendations.

IV. Grading

Midterm Exam	:	35%
Final Exam	:	35%
Attendance	:	10%
Participation	:	20%

V. Class Outline

Date	Topic	Chapter	Remarks
Dec 27 (Mon)	Orientation Day / Strategy Overview: The Strategic Management Process	Chapter 1	
Dec 28 (Tue)	External Strategic Analysis	Chapter 2	
Dec 29 (Wed)	Internal Strategic Analysis	Chapter 3	
Dec 30 (Thu)	Business Strategy --- Cost Leadership	Chapter 4	
Dec 31 (Fri)	Business Strategy --- Product Differentiation	Chapter 5	
Jan 3 (Mon)	Flexibility and Real Options	Chapter 6	
Jan 4 (Tue)	Mid Exam		
Jan 5 (Wed)	Collusion	Chapter 7	

Jan 6 (Thu)	Corporate Strategy --- Vertical Integration	Chapter 8	
Jan 7 (Fri)	Corporate Strategy --- Corporate Diversification	Chapter 9	
Jan 10 (Mon)	Corporate Strategy --- Organizing to Implement Corporate Diversification	Chapter 10	
Jan 11 (Tue)	Corporate Strategy --- Strategic Alliances	Chapter 11	
Jan 12 (Wed)	Corporate Strategy --- Mergers and Acquisitions	Chapter 12	
Jan 13 (Thu)	Final Exam		
Jan 14 (Fri)	Student Consultation Day / Graduation Day		

Study Tips:

1. Class Discussion

The topics listed above will be introduced in formal lecture format, as well as through in-depth class discussion. Students are highly encouraged to complete the required reading prior to attending the class, and contribute to class discussion by answering questions raised by the instructor, and providing their constructive comments on other students' views. Engaging in class discussion is essential for achieving the learning outcomes listed above.

2. Private Study

In preparation for the class discussion and presentation, students are expected to read chapters from the textbook and prepare their answers to the discussion questions listed in lecture slides. In preparation for exams, students are recommended to review lecture slides, study notes, as well as textbook, in combination of testbank material.

3. Attendance and Participation (30%)

Class participation and attendance are essential to this course. You are expected to arrive ready to begin class on time; to not leave until class is over; and to attend all classes. If for any special reason you are unable to meet these requirements, please talk to the instructor or the TA about it, otherwise an absence will be recorded towards your attendance. Each recorded absence will result in one point loss from your final mark, this is however capped at 10 marks.

Students are expected to participate in class discussion. Constantly and actively participation throughout the course will contribute to your learning experience, and that of others. In-class participation will be observed and evaluated by the lecturer and/or the TA. A guideline of participation marking is demonstrated on the scale below:

20 – insightful and constant participation
16 – constant participation

12 – regular participation
8 – occasional participation
4 – minimum participation
0 – no participation

4. Mid-term and final exams (35% + 35%)

Each exam includes 60 MCQs. Not attending the exam will result in an automatic 0 score.