



# HANYANG UNIVERSITY

## INTERNATIONAL SUMMER SCHOOL

[Notes] Please fill out the form completely in English in detail.

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<b>Department</b>	Faculty of Business and Communications Studies

<b>Course Title</b>	Strategic Management
<b>Credits</b>	3
<b>Contact Hours</b>	45
<b>Course Code/Number</b>	BUS4019
<b>Course Description</b>	This course develops the conceptual and applied skills associated with analyzing a competitive situation from a general management point of view. It addresses issues affecting the fundamental direction of the firm, considers the formulation and implementation of strategy, focuses on the extent to which different aspects of the firm fit with key environmental forces, and discusses the organization's ability to leverage its unique core competencies. The course views the organization holistically and, as such, goes beyond the mere integration of specific organizational functions
<b>Course Objective</b>	See Chart below



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## INTERNATIONAL SUMMER SCHOOL

LEARNING OBJECTIVES	LEARNING OUTCOMES	ASSESSMENT
<p>To understand the strategic positioning of the whole enterprise in the competitive marketplace and the role of the general manager in this process.</p> <p>To enhance the ability to think strategically – to analyze unstructured situations, diagnose problems and recognize opportunities, formulate and evaluate alternatives, make decisions and develop action plans – under conditions of ambiguity, uncertainty and change.</p> <p>To appreciate how the capabilities of the firm must be combined and leveraged to achieve lasting competitive advantage.</p> <p>To integrate sustainability to overall business strategy development.</p>	<p><b>Value</b> – creating and managing economic and social value through depth and integration of academic disciplines.</p> <p><b>Operations &amp; Systems</b> – understanding, evaluating and managing processes and systems.</p> <p><b>Research</b> – rationalizing, grounding, and informing by gathering and applying analytics.</p> <p><b>Sustainability</b> – confluence of environmental, economic, and social issues.</p>	<p>Case Report/Final Exam</p> <p>Case Studies</p> <p>Unit Tests</p> <p>Group Presentation</p> <p>Class Participation</p>
<p>To recommend appropriate ways to implement the chosen strategy.</p> <p>To write a compelling business case and present the findings in a convincing manner.</p> <p>To communicate ideas verbally.</p>	<p><b>Communication</b> – creating, designing, and expressing meaning through diverse channels</p>	<p>Case Report/Final Exam</p> <p>Group Presentation</p> <p>Class Participation</p>
<p>To apply the concepts of the course in real life contexts.</p> <p>To appreciate the wider consequences of business decisions.</p>	<p><b>Creativity and innovation</b> – intentional change and imagination create value in our economy, society an/or individual lives.</p>	<p>Case Report/Final Exam</p> <p>Class Participation</p>
<p>To coordinate the functions of a complex business organization in a team environment.</p> <p>To acquire skills in managing group dynamics, expressing their views, and working in a team environment.</p>	<p><b>Diversity</b></p> <p><b>Ethics</b> – principles that govern behaviour</p> <p><b>Professional capacity, behaviour, and conduct</b></p>	<p>Group Presentation</p> <p>Peer Evaluations</p> <p>Class Participation</p>

<b>Preparations (Pre-Knowledge)</b>	This course is suited to students who have taken at least one year of undergraduate business education
<b>Materials (Textbook/Websites)</b>	<p>Johnson, Whittington, Regnér, Scholes, Angwin (2017), “<b>Exploring Strategy</b>” <b>11<sup>th</sup> edition</b>, Pearson. We will not use the cases included in the “text and cases” version of this textbook so please feel free to purchase the “<b>Text Only</b>” edition if you wish (ISBN 978-1292145129).</p> <p>Case studies will be ordered individually by each student from Ivey Publishing online.</p>



# HANYANG UNIVERSITY

## INTERNATIONAL SUMMER SCHOOL

Lesson Plan	
<b>Week 1</b>	
<b>1<sup>st</sup> Day</b>	Course overview
<b>Class 1</b>	What is strategy? Conducting Case Analysis SAFe Analysis
<b>Class 2</b>	Internal Environment
<b>Class 3</b>	External Environment
<b>Week 2</b>	
<b>Class 4</b>	History and Culture
<b>Class 5</b>	Case presentations: <b>Starbucks (case will be updated to suit Korean/Asia context)</b>
<b>Class 6</b>	Case presentations: <b>Loblaw (case will be updated to suit Korean/Asia context)</b> Case presentations: <b>Car2Go (case will be updated to suit Korean/Asia context)</b>
<b>Class 7</b>	Business Level Strategy <b>In-class Test 1</b>
<b>Week 3</b>	
<b>Class 8</b>	Stakeholder Analysis
<b>Class 9</b>	Corporate-Level Strategy
<b>Class 10</b>	Mergers and Acquisitions
<b>Class 11</b>	Internationalization



# HANYANG UNIVERSITY

## INTERNATIONAL SUMMER SCHOOL

<b>Week 4</b>	
<b>Class 12</b>	Internationalization Cont. <b>In-class Test 2</b>
<b>Class 13</b>	Special Lecture: To be Announced (always interesting and cutting edge)
<b>Class 14</b>	Case presentations: <b>GREENoneTec (case will be updated to suit Korean/Asia context)</b>
<b>Class 15</b>	Case presentations: <b>Lundbeck (this case will be used)</b> Case presentations: <b>Talisman (case will be updated to suit Korean/Asia context)</b>

Evaluation (%)								
* Total sum of percentages should be 100%								
* Only below options are available, please do not change the form (fill it out within the given form)								
Assignments	Attendance	Final	Group Project	Mid-term	Participation	Presentation	Quiz	Total
20%		25%		25% (2 tests)	10%	20% (2 X 10%) Group		<b>100%</b>

### In-class tests (individual)

Two closed-book tests containing multiple choice and/or open questions will be administered in class. They will assess the knowledge acquired by the student through the reading of pre-assigned book chapters, lectured material from the classes, preparation of pre-assigned case questions, and/or assimilation of the lessons learned from case discussions and other activities in class.

Please see the course schedule for the dates and the exact materials covered in these tests.

### Case analysis report (individual)

Each student will be asked to submit an individual written analysis of an integrative case. No case-specific questions will be given to you. Instead you will be asked to apply the case analysis process learned in this course to identify the issue at hand and recommend a realistic and actionable solution. A typical case analysis will include answers to fundamental questions such as: What is the issue at hand? Why did it arise? What are the alternative solutions to solving it? Which alternative(s) is/are best to deal with the situation and why? How to implement the recommended solution?

### Team case analysis and presentation (group)

Each team will be asked to analyse pre-assigned cases and present the results of their analyses before the class. Typically, a group will have to make an 18-minute formal presentation followed by a 7-minute question period. Please note that the time allocated to individual presentations may vary across sections depending on the size of the class and the number of teams in a particular section. The exact timing parameters will be confirmed in class.

Teams should use relevant material from the textbook, lectures, and prior knowledge gain through courses at MRU. They can design and format the presentation in any manner they deem appropriate. While content is critical, the attitude will be part of the grade and professional appearance is expected. There is no limit on the number of slides but you will have to respect the time limit set in advance for your presentation.



# HANYANG UNIVERSITY

## INTERNATIONAL SUMMER SCHOOL

In addition to the oral presentation, you must submit a final copy of your “slides” to me through blackboard by 7:00 am on the day of your presentation.

### **Final Exam**

The Registrar’s Office will schedule the final exam of this course. Please check the University Calendar for the dates of the examination period. The specific dates for the final exam of MGMT 5333 will be posted on the University website.

The final exam is a business case analysis that covers the class discussions and the readings. The exam assesses students' ability to apply *individually* what they have learned. This exam is a three-hour closed book exam. Students will be allowed to bring a non-programmable calculator and one 8.5x11 sheet of paper (hand written or typed and can be double sided) with whatever notes they feel will assist them. No other materials, aids or devices are allowed.

***You need to pass the final exam. Students that fail to obtain a passing grade on the final exam will receive an ‘F’ for the whole course, independently of the other mark components in the course.***

**Students must provide documentation for a justifiable reason for missing all exams, quizzes and unit tests. University policies clearly define the conditions for deferring students’ exams and assignments.**

### **Notes of the integrated structure of the Course Assignments**

*Group Case Set 1:* You may seek as much guidance from the professor as you need. The professor is willing to meet with the group and go through any aspect of the analysis and give detailed input and guidance. The professor is willing to provide suggestions not only on content but also on presentation approach and style.  
VISIT MY OFFICE

*Group Case Set 2:* The professor will answer questions that are asked and give very limited feedback on content of your analysis. The professor may suggest alternative approaches to analyzing the case, but for the most part your group will be on your own.

*Individual Case:* You may work with a group of students to discuss the case ONLY before you begin to write your analysis. It is inappropriate collaboration to discuss the case once you have started to write your analysis. *If you have any questions about what is appropriate collaboration, it is your responsibility to ask the professor for clarification.*

*Final Exam:* You will analyze a case you have never seen before in 3 hours. You will be completely on your own in a closed book setting (see below). The final exam will be a combination of multiple choice, short answer, and an analysis in long answer format.