

Semester: Fall 2021

## Management and Leadership C

### Corporate Strategy in East Asia

#### Section 1

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#### 【Course Outline / Description】

Corporate strategy is a critical component in a firm's long-term success. This course explores how companies formulate, implement, and change their strategies in response to both domestic and international factors. Students will apply the strategic management model to a variety of global companies, with a special emphasis on companies from China, South Korea, and Japan.

#### Section 2

#### 【Course Objectives/Goals/Learning Outcomes】

At the end of this course students will be able to

- 1) Explain the basic concepts and analytical tools of strategy formulation and implementation.
- 2) Analyze the corporate strategy of multi-national/East Asian companies by applying these concepts and tools.

#### Section 3

#### 【Class Schedule/Class Environment, Literature and Materials】

#### Schedule of Assignments and Topics

Class Date	Topics	Readings for Class	Assignments Due
Class 1	Introduction to the course Overview of strategic management	Review syllabus and Chapter 1 (pp. 3-19)	
Class 2	Chapters 2 and 3 -- mission statements and CSR	Read Chapter 2 (pp. 23-35) Read Chapter 3 (pp. 48-63) Watch TED talk by Michael Porter	

Class 3	Chapters 2 and 3 – mission statements and corporate social responsibility		One-Page Assignment #1
Class 4	Chapter 4 -- remote environment	Read chapter 4 (pp. 88-99)	One-Page Assignment #2
Class 5	Chapter 4 – industry analysis	Read Chapter 4 (pp. 100-115)	
Class 6	Chapter 4 -- industry analysis		One-Page Assignment #3
Class 7	Chapter 5 – global business	Read Chapter 5 (pp. 128-147) Read assigned articles	One-Page Assignment #4
Class 8	Chapter 6 -- internal analysis	Read Chapter 6 (pp. 152-174)	
Class 9	Chapter 6 – internal analysis	Read assigned articles	One-Page Assignment #5
Class 10	Case Study #1	Read Case Study	
Class 11	Case Study #1		Written analysis of Case Study #1
Class 12	Exam #1 (Chapters 1-6)		Review for Exam #1
Class 13	Chapters 7 and 8 – generic strategies	Read Chapter 7 (pp. 196-205); Chapter 8 (pp. 241-254); article on Michael Porter	
Class 14	Chapters 7 and 8 -- grand strategies	Read Chapter 7 (pp. 205-235); Chapter 8 (pp. 261-266)	

Class 15	Chapters 7 and 8 – generic and grand strategies		One-Page Assignment #6
Class 16	Chapter 9 – multi-business portfolios	Read Chapter 9 (pp. 269-285)	
Class 17	Chapter 9 – multi-business portfolios		One-Page Assignment #7
Class 18	Chapter 10 -- functional strategies	Read Chapter 10 (pp. 300-314; 324-330)	
Class 19	Case Study #2	Read/prepare case study	Written analysis of Case Study #2
Class 20	Chapter 11 – organizational structure	Read Chapter 11 (pp. 332-365)	
Class 21	Chapter 12 – leadership and culture	Read Chapter 12 (pp. 368-395)	
Class 22	Chapter 13 -- strategic control	Read Chapter 13 (pp. 398-407)	
Class 23	Chapter 13 – strategic control	Read/prepare to discuss Case Study	One-Page Assignment #8
Class 24	Exam #2 (Chapters 7-13)		Review for Exam #2
Class 25	Work on group presentations in class		Work on presentations
Class 26	Work on group presentations in class		Work on presentations
Class 27	Work on group presentations in class		Work on presentations
Class 28	Work on group presentations in class		Work on presentations

Class 29	Group presentations (2)		Work on presentations
Class 30	Group presentations (2)		Work on presentations

**【Textbooks/Reading Materials】**

Pearce, John A. and Richard B. Robinson. *Strategic Management, Planning for Domestic & Global Competition*, 14<sup>th</sup> edition/international student edition. McGraw-Hill. 2015. ISBN: 978-9814577373.

Additional articles from *The Wall Street Journal* and other business publications will be handed out in class.

**Section 4**

**【Learning Assessments/Grading Rubric】**

- 24% = Class participation
- 16% = One-Page Assignments
- 20% = Group project
- 15% = Exam #1
- 15% = Exam #2
- 10% = Case studies

Since class participation is a significant part of the student's contribution to the course and to his/her grade, regular attendance is expected. Being absent from class will lower your class participation grade. Students may discuss their class participation grade with the professor at any time throughout the term.

Exams, case studies and other written assignments will be graded and returned to students in a timely manner.