

## Corporate Strategy in East Asia (Management and Leadership C)

### Section 1

Instructor/Title	Linda A. Bohaker, Professor
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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 Introduction to strategic management (Chapter 1)	Review syllabus and Chapter 1 (pp. 3-19)	
Class 2	Chapter 2 -- mission statements	Read Chapter 2 (pp. 23-35) and mission statements (handout)	Prepare to discuss mission statements
Class 3	Chapter 3 – corporate social responsibility	Read Chapter 3 (pp. 48-63, 79-85); read articles to be handed out; Ethics Self-Assessment (p. 84)	
Class 4	Chapter 4 -- remote environment	Read chapter 4 (pp. 88-99)	Prepare remote environment analysis assignment

Class 5	Chapter 4 – industry analysis	Read Chapter 4 (pp. 100-115)	
Class 6	Chapter 4 -- industry analysis		Prepare Industry analysis/Porter’s Five Forces assignment
Class 7	Chapter 5 – global business	Read Chapter 5 (pp. 128-147)	
Class 8	Chapter 6 -- internal analysis	Read Chapter 6 (pp. 152-174)	
Class 9	Case Study #1	Read/prepare case study	Written analysis of Case Study #1
Class 10	Work on group presentation in class		Conduct research for group presentation
Class 11	Exam #1 (Chapters 1-6)		Review for Exam #1
Class 12	Chapters 7 and 8 – generic strategies	Read Chapter 7 (pp. 196-205); Chapter 8 (pp. 241-254); article on Michael Porter	
Class 13	Chapters 7 and 8 -- grand strategies	Read Chapter 7 (pp. 205-235); Chapter 8 (pp. 261-266)	
Class 14	Chapter 9 -- multi-business portfolios	Read Chapter 9 (pp. 269-285)	
Class 15	Case Study #2:	Read/prepare case study.	Written analysis of Case Study #2
Class 16	Review of Strategy Formulation concepts and analytical tools	Read articles from <i>The Wall Street Journal</i> .	
Class 17	Work on group presentation in class		Conduct research for group presentation
Class 18	Chapter 10 -- functional strategies	Read Chapter 10 (pp. 300-314; 324-330)	

Class 19	Chapter 11 -- organizational structure	Read Chapter 11 (pp. 332-365)	
Class 20	Chapter 12 -- leadership	Read Chapter 12 (pp. 368-382)	
Class 21	Chapter 12 -- culture	Read Chapter 12 (pp. 383-395)	
Class 22	Chapter 13 -- strategic control	Read Chapter 13 (pp. 398-407)	
Class 23	Case Study #3	Read/prepare case study	Written analysis of Case Study #3
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	Group presentations (2)		Work on presentations
Class 29	Group presentations (2)		Work on presentations
Class 30	Group presentations (2)		Work on presentations Executive Summary due
	Final Exam -- date to be determined		

**【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. The textbook is available at the university bookstore.

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

## Section 4

### 【Learning Assessments/Grading Rubric】

25% = Class participation

20% = Group project (presentation and executive summary)

15% = Exam #1

15% = Exam #2

10% = Case studies

15% = Final exam

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 or late to class will lower your class participation grade. Students may discuss their class participation grade with the professor at any time throughout the term.

Exams and case studies will be graded and returned to students in a timely manner.