



## 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>	2023-2024/odd
<b>Day/Hour</b>	Thursday, 09.00-11.30 (Jakarta Time)
<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. In a dynamic environment, it is important for a company to become resilient and achieve sustainable competitive advantage. 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 a global context. 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>

<p><b>Subject Learning Outcomes</b></p>	<p><u>Program Objectives:</u> 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.	Introduction	a. The Global Context of Business b. Transient Advantage	1. McGrath (2013) 2. Mankins & Gottfredson (2022)
	2.	Strategic Leadership: Managing The Strategy Process	a. Strategizing for Competitiveness b. Leadership Agility	1. Rothaermel (2021): Ch. 2 2. Horney et al. (2010) 3. Rothaermel (2021): Minicase #2: Starbucks
	3.	External Analysis: Industry Structure, Competitive Forces, and Strategic Groups	a. Macro-Environment Analysis b. Industry Structure and Firm Strategy	1. Rothaermel (2021): Ch. 3 2. Reeves et al. (2012) 3. Rothaermel (2021): Minicase #3: BlackBerry's Rise and Fall
	4.	Internal Analysis: Resources, Capabilities, and Core Competencies	a. Resources, Capabilities, Competencies b. Distinctive Capabilities	1. Rothaermel (2021): Ch. 4 2. Leinwand & Mainardi (2016) 3. Rothaermel (2021): Minicase #4: Nike
	5.	Competitive Advantage, Firm Performance, and Business Model	a. Competitive Advantage & Firm Performance b. Transformative Business Model	1. Rothaermel (2021): Ch. 5 2. Kavadias et al. (2016). 3. Rothaermel (2021): Minicase #5: Business Model Innovation
	6.	Business Strategy: Differentiation, Cost Leadership, and Blue Oceans	a. Generic Strategies b. Digital Strategy	1. Rothaermel (2021): Ch. 6 2. Dawson et al. (2016) 3. Rothaermel (2021): Minicase #6: JCPenney
	7.	Business Strategy: Innovation, Entrepreneurship, and Platforms	a. Innovation b. Strategic and Social Entrepreneurship	1. Rothaermel (2021): Ch. 7 2. De Jong & van Dijk (2015) Minicase #7: Paypal Platform Strategy
<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.				

Week	Topic	Sub-Topics	Reading Materials
8.	<b>Corporate Strategy: Vertical Integration and Diversification</b>	a. Business Diversification b. Parenting Advantage	1. Rothaermel (2021): Ch. 8 2. Kruehler et al. (2012) 3. Rothaermel (2021): Minicase #8: General Electric
9.	<b>Corporate Strategy: Strategic Alliances, Mergers, and Acquisitions</b>	a. Strategic Alliance b. Mergers & Acquisitions	1. Rothaermel (2021): Ch. 9 2. Capron & Mitchell (2010) 3. Rothaermel (2021): Minicase #9: Disney
10.	<b>International Strategy: Competing Around the World</b>	a. Entering Global Markets b. Born Global Firm	1. Rothaermel (2021): Ch. 10 2. Gabrielson & Kirpalani (2004) 3. Rothaermel (2021) Minicase #10: Hollywood Global
11.	<b>Organizational Design: Structure, Culture, and Control</b>	a. Structure, Culture & Control b. Strategy Execution Principles	1. Rothaermel (2021): Ch11 2. de Souza et al. (2017) 3. Kim, YA (2016) Minicase #11: Yahoo: From Internet Darling to Fire Sale
12.	<b>Corporate Governance, Business Ethics, and Sustainability</b>	a. Ethics, Governance & Social Responsibility b. Sustainability Management	1. Rothaermel (2021): Ch. 12 2. Buxel et al. (2015) 3. Rothaermel (2021): Minicase #12: Uber
13.	<b>Strategic Response in Global Crisis &amp; Resiliency</b>	a. Strategic Response in Global Crisis b. Organizational Resiliency & Its Effect on Performance	1. Ittner (2020) 2. Williams et al. (2013) 3. Rigby et al. (2016) 4. Rothaermel (2021):
14.	<b>Guest Lecture</b>	<b>Topic: TBA</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)	20%	LG 5: Students will be able to apply critical thinking to summarize the key ideas and to compare, analyze, and evaluate alternatives solutions. (50%)	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	20%		
	Mid-Term Exam	20%		
	Individual Assignment	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><b>No. 2. Group Presentation</b></p> <ol style="list-style-type: none"> <li>For session 2-13, 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> <li>Midterm 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 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.</li> </ol>			

**No. 4. Individual Assignment**

Case Study Assignment with the following arrangement:

- a) Choose a company for the case study. Three basic criteria are as follow:
  - The company should be categorized as a global company.
  - Every student within the same class should choose a company from different industries.
  - To increase the accessibility of company’s data, it is suggested to choose a corporate that has already been listed in the capital market (A public company).
- b) Write a comprehensive analysis regarding the company, covering a single topic of case study with the aim to learn how a company formulate, execute, and evaluate their strategies to cope with current business dynamics and global challenges.
- c) The paper format:
  - 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.
- d) Case Study outline:
  - Executive Summary
  - Company Background – Problem identification, background information and relevant facts
  - Case Evaluation – Problem analysis
  - Proposed Solution
  - Conclusion
- e) Submission Deadline:  
Paper Assignment should be submitted in the Final examination day.

**No. 4 Final Examination**

- a) 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.
- b) Final 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 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.

**No. 5 Students’ Final Score**

Students’ final scores are the average of both halves of the semester. These scores are also the score of the AACSB implementation process.

**iStudent Study Effort Expected**

<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

**Reading List & References**

**Mandatory Textbook:**  
Rothaermel, F. T. (2021). *Strategic Management*. 5<sup>th</sup> Edition. New York: McGraw-Hill Education.

**Note:**

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.

**Reading List & References**

1. Buxel, H.; Esenduran, G. & Griffin, S. (2015). "Strategic Sustainability: Creating Business Value with Life Cycle Analysis". *Business Horizons*. 58.
2. Capron, L. & Mitchell (2010). "Finding the Right Path". *Harvard Business Review*. July-August.
3. Dawson, A.; Hirt, M. & Scanlan, J. (2016). "The Economic Essentials of Digital Strategy". *McKinsey Quarterly*. March.
4. De Jong, M. & van Dijk, M. (2015). "Disrupting Beliefs: A New Approach to Business Model Innovation". *McKinsey Quarterly*. July.
5. de Souza, I.; Kauffeld, R. & van Oss, D. (2017). "10 Principles of Strategy through Execution". *Strategy+Business*. 86. Spring.
6. Gabrielson, M. & Kirpalani, V. H. M. (2004). "Born Globals: How to Reach New Business Space Rapidly". *International Business Review*. 13.
7. Hamel, G. & Zanini, M. (2018). "The End of Bureaucracy". *Harvard Business Review*. November-December.
8. Horney, N.; Pasmore, B. & O'Shea, T. (2010). "Leadership Agility: A Business Imperative for a VUCA World". *People & Strategy*. 33(4).
9. Ittner, C. (2020). "How Firms Can Become More Resilient in the New Normal". Knowledge at Wharton. September.
10. Kavadias, S.; Ladas, K. & Loch, C. (2016). "The Transformative Business Model". *Harvard Business Review*. October.
11. Kim, Y.A. (2016). "The Agency Problem of Lehman Brothers' Board of Directors". *Illinois Business Law Journal*. April.
12. Kruehler, M.; Pidun, U. & Rubner, H. (2012). "How to Assess the Corporate Parenting Strategy? A Conceptual Answer." *Journal of Business Strategy*. 33(4).
13. Leinwand, P. & Mainardi, C. (2016). "Creating a Strategy That Works". *Strategy+Business*. 82. Spring.
14. Mankins, M., & Gottfredson, M. (2022). "Strategy-making in Turbulent Times". *Harvard Business Review*. September-October.
15. McGrath, R. G. (2013). "Transient Advantage". *Harvard Business Review*. June.
16. Reeves, M.; Love, C. & Tillmanns, P. (2012). "Your Strategy Needs a Strategy". *Harvard Business Review*. September.
17. Rigby, D. K.; Sutherland, J. & Takeuchi, H. (2016). "Embracing Agile". *Harvard Business Review*. May.
18. Williams, T.; Worley, C. G. & Lawler III. E. E. (2013). "The Agility Factor". *Strategy+Business*. April 15.

**Video:**

1. [\(37\) Has globalization failed us? - YouTube](#)
2. [\(37\) CNBC Debate on the Global Economy - YouTube](#)
3. [\(37\) Airbnb Seeks to Expand in China - YouTube](#)
4. [\(37\) How Tujia is beating Airbnb in China - YouTube](#)
5. [\(37\) Why Russia's Invasion Of Ukraine Has Sent Automakers Scrambling - YouTube](#)
6. [\(37\) LEGO's Comeback: From Nearly Bankrupt To \\$6 Billion - YouTube](#)
7. [\(37\) Why Did Nokia Fail? - The Reason Explained - YouTube](#)
8. [\(37\) Why Global Supply Chains May Never Be the Same | A WSJ Documentary - YouTube](#)
9. [\(37\) Why Starbucks Failed In Australia - YouTube](#)
10. [\(37\) How Amazon Beat Supply Chain Chaos With Ships, Containers And Planes - YouTube](#)
11. [\(37\) Haier: From failing fridge manufacturer to global electronic giant | Inside The Storm | Full Episode - YouTube](#)
12. [\(37\) Alibaba Challenges Amazon With a Promise: Fast Global Shipping | WSJ - YouTube](#)

**Plagiarism**

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.  
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>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>
<p><b>Statement of Authorship</b></p>	<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>
<p><b>Closing the Loop/ Rising the Bar for AACSB Assessment</b></p>	<p><b>Improvement on the learning experience with the additional Project-base Paper group assignment.</b></p>