



Universitas Gadjah Mada
Faculty of Economics and Business
Master of Accounting
2020/2021

MAN 5422 – STRATEGIC MANAGEMENT

Credit Hours: 3

Class Type:

Instructor

Facilitator: Agus Setiawan, Dr., M.Soc.Sc.
Office: Level 2 South Wing, Management Dept. FEB-UGM
Phone: (0274) 580726
E-mail: agus_setiawan@ugm.ac.id

Facilitator: Rangga Almahendra, Ph. D.
Office: Level 2 South Wing, Management Dept. FEB-UGM
Phone: (0274) 548510 Ext 260
E-mail: almahendra@ugm.ac.id
Website: <https://almahendra.com/>

Course Description

Success in business requires the firm to develop a strategy that creates a sustainable competitive advantage. This course presents a framework for analysing and thinking about how a firm can do this. The essence of the framework is that a firm needs to develop and manage its internal resources and capabilities in relation to its external environment. The course will explore the underlying principles of strategy formulation, including the analysis of industries and competition, and the appraisal of firms' resources and capabilities, and will consider their application in different business contexts.

Course Objectives

1. To acquire familiarity with the principal concepts, frameworks, and techniques of strategic management
2. to gain expertise in applying these concepts, frameworks, and techniques in order to:
 - understand the reasons for good or bad performance by an enterprise

- generate strategy options for an enterprise
 - assess the most appropriate strategy,
 - recommend the best means of implementing the chosen strategy.
3. To integrate the knowledge gained in previous core modules
 4. To develop your capacity to analyse complex business problems with incomplete information.
 5. To develop the ability to develop original and innovatory approaches to strategic problems.

Upon completion of this course, students should have:

- The ability to conduct a strategic analysis in a global setting.
- The ability to take a holistic approach to the application of analytical frameworks and tools.
- The know how to obtain and analyze information which will aid decision making.
- The ability to analyze cases which approximates closely to the rapid analysis of global business situations.

Learning Goals

Completion of the course contributes to the following learning goals and objectives:

Learning Goals [LG]		Learning Objectives [LO]	
1	Students demonstrate the ability to communicate in an effective, persuasive, and professional manner	1.1	The ability to present ideas effectively
		1.2	The ability to persuade others through memorable message
		1.3	The ability to present in a professional mannerisms
		1.4	The ability to engage with others in a collaborative exchanges of ideas
		1.5	The ability to listen with empathetic
		1.6	The ability to provide meaningful contribution in discussion
		1.7	The ability to design a report in professional appearance/formatting
		1.8	The ability to provide a professional report with strong argumentation
2	Students demonstrate the ability to translate business knowledge into action	2.1	The ability to understand the impact of environmental changes toward organizational strategies
		2.2	The ability to identify an appropriate business theory/knowledge in designing organizational
		2.3	The ability to integrate a relevant business theory/knowledge in designing organizational strategies
		2.4	The ability to formulate a holistic organizational strategy
3	Students demonstrate the ability to make ethical and responsible decisions	3.1	The ability to identify ethical dilemma accurately
		3.2	The ability to analyze a business issue using relevant ethical principles or moral standards
		3.3	The ability to draw an ethical judgement on the issues

		3.4	The ability to provide a various possible solution on the issues
4	Students demonstrate the ability to solve practical business problem with creative ideas	4.1	The ability to identify business problem accurately
		4.2	The ability to identify an appropriate perspective/theory for solving business problem
		4.3	The ability to provide novelty ideas for solving business problem
		4.4	The ability to elaborate novelty ideas and practical implementations in business contexts
5	Students demonstrate the ability to be strategic business leader	5.1	The ability to identify key relevant environmental factors toward business
		5.2	The ability to analyze key relevant environmental factors' impacts on business issues
		5.3	The ability to anticipate business opportunities/challenges created by environmental changes
		5.4	The ability to envision needed organizational changes in responding to the opportunities and challenges
		5.5	The ability to work with other team members in initiating organizational changes

Course Material

Thompson, Jr., A. A., & Strickland III, A. J. 2019. *Crafting & Executing Strategy: Concepts and Cases* 22nd edition. Boston, MA: McGraw-Hill/Irwin.

Grant, R. M. 2010. *Contemporary Strategy Analysis: Concepts, Techniques, Applications*. Cambridge, MA: Blackwell.

Hamel, G., & Prahalad, C. K. 1994. *Competing for the Future*. Boston, MA: Harvard Business School Press.

Porter, M. 1980. *Competitive Strategy: Techniques for Analyzing Industries and Competitors*. New York: The Free Press.

Porter, M. 1985. *Competitive Advantage: Creating and Sustaining Superior Performance*. New York: The Free Press.

Handoko, T. Hani., Indarti, Nurul. Almahendra, Rangga. 2014. *Manajemen dalam berbagai perspektif*. Erlangga.

Teaching Case

1. (TBA)
2. (TBA)
3. (TBA)
4. Apple Iphone
5. Renault-Nissan Case
6. Nike in Indonesia

Academic Honesty

As an academic institution, Gadjah Mada University does not tolerate all forms of plagiarism this is equivalent to intellectual robbery. Plagiarism encompasses presenting as one's own the words, works, opinions, or factual information someone else without giving that person credit, as well as borrowing the sequence of ideas, the arrangement of material, or pattern of thought of someone else without proper acknowledgement. All discovered instances involve the negative grading of the assignment and result in a failure of the course. In the case of group work, the entire team will fail the course.

Course Structure

The course method blends lectures, discussions, and presentations. Substantial classroom discussion is encouraged and expected.

The course contains, lecturing, two regular case teaching sessions and three competitive case sessions. Preparatory questions will be assigned along with all teaching case sessions. Students are expected to analyze the case within their working group before coming to class and to prepare a five slide Power Point presentation summarizing their key findings. The slides form the basis for the student assessment, as well as the discussion of the cases in the class.

In each of three competitive case sessions, two groups (thus, competing session) will be asked to present their case analysis and strategic recommendation for the case at hand. Student will also need to provide a written case analysis before the presentation, which will be made public to the course for comments and critique. Non-presenting students will be asked to provide and a question to the presentation prior the session which will form the basis for the participation mark.

Teaching Case Assignment: *Each group* is required to discuss and prepare the cases specified in the course outline for the respective sessions. For each teaching case assignment, groups may be asked at random to present their findings to the class.

Competing Case Assignment: Each student group is expected to hold one competitive presentation in any of the three competing case sessions. Assignment to groups and sessions will be done in the first lecture. The case assignment consists of two parts: a written case report (.doc or .docx format, min 1000 words, A4 size, 1.5 spacing, font Times 12) and the actual presentation (.ppt, .key or .pdf format). Hardcopy of these case reports have to be handed on the exam date.

Strategic Framework Presentation: Students should find at least one strategic framework/management models from the internet that can be used to help firms formulate the strategic planning and execution in correlation with the book chapter being discussed on each session

Each group should submit a written report (2 pages) and prepare a 15-minutes presentation slides which will be presented in front of the classroom starting on session 2, see Appendix 1 for details. The framework report is due on the final exam session.

Term Paper:

Each student is also required to make a term paper 10 -15 pages to discuss a real firm problem, develop an analysis and provide your proposed solutions using any framework or tools being discussed throughout the course. The term paper is due on the final exam session. Alternatively students could also participate in the ViBu Virtual Business Simulation project which will be explained in the class (Not available for every semester).

No late assignments will be accepted under any circumstances.

Learning Diary

All students are required to create a learning diary at the end of each session.

Learning diary is a text that presents the main arguments and other important points that has been discussed in the lecture session, as well as your own interpretations and questions on the topic being discussed on that lecture session.

Learning diary is not the same thing as your raw lecture notes, you have to create a short reflective essay based on the most memorable insight from the discussion. You have to share your learning diary in our discussion platform (WhatsApp Group).

Grading

Individual Level (70 %)

- Mid Term Exam (30%)
- Final Exam (30%)
- Term Paper (10 %)

Group Level (30 %)

- Group Presentation (15%)

- Group Report (15%)

Students will be assessed on:

- Their knowledge on the content domain of Strategic Management
- Their ability to understand the strategic issues in the cases they present, to use the appropriate analytical techniques and to marshal the relevant data
- The quality of the presentations, the written reports and the examination questions; by quality in this context we mean the clarity and persuasiveness of each bit of work. This implies an ability to work in teams.
- Students failing to participate in their teams will lose the marks for that piece of work.

Final score will be mapped to course grade based on the following scheme:

Range	GPA	Grade
90 -100	3,76-4,00	A
85 - 89	3,51-3,75	A-
80 - 84	3,26-3,50	A/B
75 - 79	3,01-3,25	B+
70 - 74	2,76-3,00	B
65 - 69	2,51-2,75	B-
60 - 64	2,26-2,50	B/C
55 - 59	2,01-2,25	C+
50 - 54	1,76-2,00	C
45 - 49	1,51-1,75	C-
40 - 44	1,26-1,50	C/D
35 - 39	1,01-1,25	D+
30 - 34	0,76-1,00	D
0 - 29	0,00-0,75	E

Course Outline

No	Date	Topics	Readings	Assignments
Session by Dr. Agus Setiawan, M.Soc., Sc.				
1	11/02/21	Introduction		
2	22/02/21	What is Strategy and Why is it Important	Ch. 01	- Group 1 Chapter Presentation - Group 1 Framework Presentation: Eisenhower Matrix
3	25/02/21	Leading the Process of Crafting and Executing	Ch. 02	- Group 2 Chapter Presentation

		Strategy		- Group 2 Framework Presentation: SCP
4	04/03/21	Evaluating a Company's External Environment	Ch. 03	- Group 3 Chapter Presentation - Group 3 Case Presentation: Air Asia
5	12/03/21	Evaluating a Company's Resources and Competitive Position	Ch. 04	- Group 4 Chapter Presentation - Group 4 Case Presentation: Manchester United
6	18/03/21	The Five Generic Competitive Strategies Which One to Employ	Ch. 05	- Group 5 Chapter Presentation - Group 5 Framework Presentation: Benchmarking
7	25/03/21	Supplementing the Chosen Competitive Strategy Other Important Business Strategy Choices	Ch. 06	- Group 6 Chapter Presentation
Mid-term Exam				
Session by Dr. Rangga Almahendra, S.T., M.M.				
8	13/04/21	Strategies for Competing in Foreign Markets	Ch. 07	- Group 1 Chapter Presentation - Group 6 Framework Presentation: BCG
9	21/04/21	Diversification Strategies for Managing a Group of Businesses	Ch. 08	- Group 2 Chapter Presentation - Group 2 Case Presentation: New York Times
10	22/04/21	Strategic Alliance and Partnership		- Group 1 Case Presentation: Renault and Nissan
11	05/05/21	Building an Organization Capable of Good Strategy Execution	Ch. 10	- Group 3 Chapter Presentation - Group 3 Framework Presentation: 4 Discipline of Execution
12	19/05/21	Managing Internal Operations Actions that Promote Good Strategy Execution	Ch. 11	- Group 4 Chapter Presentation - Group 4 Framework Presentation: Agile Management & Lean Start Up
13	26/08/21	Corporate Culture and Leadership Keys to Good Strategy Execution	Ch. 12	- Group 5 Chapter Presentation - Group 5 Case Presentation: Apple Iphone
14	02/06/21	Ethical Business Strategies, Social Responsibility, and Environmental Sustainability	Ch. 09	- Group 6 Chapter Presentation - Group 6 Case Presentation: Nike Indonesia

Email Correspondence and Submission of Assignment

Students should use following subject for any email correspondences and submission of assignment available during the course:

Email subject: SMMAKSI_(your group number)_(your first name)_(assignment name)

Example: SMMAKSI_Group 1_Ardhi_Case Nike

Please also rename any files attached on your email following the email subject

Example: SMMAKSI_Group 1_Ardhi_Case Nike.pptx

or SMMAKSI_Ardhi_term paper Nike.docx

Appendix

APPENDIX 1: Group Presentation Arrangement: Strategic Framework

Find at least one strategic framework/ management model from the internet that you can use to help firms formulate the strategic planning and execution in correlation with the book chapter being discussed on each session. What are the most important dimensions and measures which are mentioned on that model/tool? How are these dimensions defined? How this models benefits in the context of international business.

Hint: suggested framework for each group.

1. Eisenhower Matrix
2. Structure Conduct Performance (SCP) Paradigm
3. Benchmarking Techniques
4. BCG Matrix
5. 4 Disciplines of Execution (4DX)
6. Agile Management & Lean Start Up

APPENDIX 2: Useful Website

New York Times	http://www.nytimes.com/
Washington Post	http://www.washingtonpost.com/
CNN Interactive News	http://www.cnn.com/
Fortune Global 500	http://www.pathfinder.com/fortune/global500/
Statistical Abstract of the USA	http://www.census.gov
Stat-USA Databases	http://www.stat-usa.gov/stat-usa.html

The World Factbook (CIA)	https://www.cia.gov/library/publications/the-world-factbook/index.html
Useful Link for IB Topics	http://wtfaculty.wtamu.edu/~sanwar.bus/otherlinks.htm
Global Edge Resource Desk	http://globaledge.msu.edu/ibrd/ibrd.asp
Going-Global	http://www.going-global.com/
Advertising Age International	http://adage.com/international/daily/index.html
Foreign Exchange Rates	http://pacific.commerce.ubc.ca/xr/today.html
Country Information	http://www.yahoo.com/regional_information/countries
Country Reports	http://www.countryreports.org/
International Laws	http://lexmercatoria.net/
Culture and Languages	http://gamma.sil.org/ethnologue/

APPENDIX 3: A Guide to Case Analysis (NOT MANDATORY)

A case is a reportorial study of an organization under stress. It typically sets forth events over a limited period of time as viewed from the position of a person outside the organization, the case writer. Good cases are focused upon a major threat or opportunity that faces management and contain enough data about the circumstances to permit the reader to understand and evaluate the situation. Case analysis calls for the reader to evaluate these data and reach an explicit conclusion concerning the actions that ought to be taken and the reasons for these actions.

A case analysis comprises four major components, (i) a specification of the problem being 4faced, (ii) the delineation of best alternatives available to solve this problem, (iii) an identification (and discussion) of each of the issues which bear upon the choice of alternative, and (iv) a conclusion which deduces the best alternative from facts and discussion in the issues.

The Problem

The problem may be regarded as some barrier facing an organization which blocks, or threatens to block, the achievement of important goals. The key words here are goals and barrier. "Goals" refers to a set of objectives (perhaps only implicitly present in the case) that the management wishes to accomplish. Objectives may include market share, consumer attitude shifts, extension of distribution channel position, sales growth, image, or product positioning.

The barrier refers to a set of conditions that threaten or hinder management from achieving these objectives. It may derive from competitor action, changes in the economic, political, or social environment, or difficulties arising from the absence of adequate coordination among members of the company and/or its channel of distribution.

The Alternatives

The alternatives consist of a set of competing strategies to resolve the problem. They may possess the following components:

1. A statement of strategic goals and aims.
2. A statement of total resources to be applied.
3. A statement of product and/or company market position.
4. A statement of the distribution of these resources into various elements of the marketing mix.

Strategies may be usefully given titles which provide a quick orientation to gestalt of the character of the plan. Such titles could reflect major expansion of market share, retrenchment, or repositioning.

When explaining an alternative, this should be limited to a brief statement of the strategy and its major component elements. Arguments pro or con concerning the plan should NOT be included or summarized at this point. Such arguments at this point serve only to distract from the clarity and parsimony of the description and usually prove redundant as the same points are raised in other parts of the case discussion.

The Issues

The issue section is the place in the analysis where the various causal forces which affect the generation of alternatives (see previous section) and the choice of the best alternative are set forth and evaluated. Issues may be usefully conceived as explicit questions.

Issues questions may be composed, for example, from the following subject areas:

1. Total market potential/sales and the forces determining these.
2. The strength and direction of competitors and the effectiveness of their marketing strategies.
3. Key areas of differential advantage of the company.
4. Potential responses by consumers to different actions by the company.
5. Potential responses by competitors to company actions.
6. Potential conflicts among members of the company or members of its distribution channel.

The Conclusion

The conclusion synthesizes the answers to the issues, building one upon another to show how one alternative is superior to all others. This could be done wholly through deductive logic. Where financial data are adequate, issues analysis should use them to build quantitative arguments.