



**International Business Management Program  
Faculty of Business Administration  
First Semester, Academic Year 2014**

- I. Course Code: MG 409  
Course Title: Strategic Management  
Course Type: Core Course  
Number of Credits: 3(3-0-6)  
Prerequisite: **Students must have passed at least 36 credits of the core and major courses of IBM.**  
Class Time: Tuesday/Thursday 14:00 – 15:30  
Course website: <https://sites.google.com/site/payapmg409/>

II. Course Description

Concept of strategic management analysis, opportunities and threats arising from changing environments, competitor analysis, analysis of business strengths and weaknesses, formulate strategies with managerial tools and implementation and assessment of strategies.

- III. Instructor: Aj. Mark Crawford  
Position: Instructor, IBM  
Email: [adjarnmark@gmail.com](mailto:adjarnmark@gmail.com)

IV. Course Objectives

Upon completing this course, students should be able to:

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2. Understand the strategic management process in businesses and other types of organizations
3. Conduct an in-depth internal and external analysis of an actual business using prescribed analysis tools
4. Realize the significance of corporate governance issues and ethical reasoning

5. Apply various acquired disciplines in analyzing business cases
6. Appreciate the importance of diversity and cross cultural issues in business
7. Integrate the importance of the ASEAN Economic Community to all businesses and other types of organizations in the region.
8. Understand the strategic role of IHRM in organizations.

## V. References

Required: Jay Barney and William Hesterly, **Strategic Management and Competitive Advantage** 4/e, Pearson, 2012.

Supplemental reading: Magazines such as The Economist, Business Week, Forbes, Fortune are recommended.

## VI. Expectations

1. Actively engaging in a dynamic learning environment during each learning session.
2. Creating an environment that is reflective of IBM and Payap values:

**Professionalism** - Dedication to excelling in whatever we do

**Respect** - Valuing each member of the community

**Innovation** - Curiosity driving continuous learning and improvement

**Diversity** - Our global community accepting one another and working together

**Stewardship** - Being responsible for the community and ourselves.

3. The Instructor assumes students have mastered all prerequisite topics like Financial Accounting, Human Resource Management, Organizational Behavior, Operations Management, Marketing, Supply Chain Management, Decision Making, etc. Any deficiencies in business

knowledge that should have been acquired by this point is the sole responsibility of the student. You may wish to reference previous textbooks or visit the library.

4. Strong team work and communication skills.
5. Demonstrated proficiency in the use of the English language is expected for writing assignments. Grammatical errors and writing that do not clearly express ideas will affect your grade.

*I highly recommend proofreading all assignments prior to handing them in.*

6. Ability to participate in oral presentations, public debate and commentary during class periods.

*I highly recommend practicing with your entire group for all presentations.*

7. Assigned readings are meant to be completed prior to class.
8. You will ask for help when you need it.
9. The course website should be accessed regularly to follow postings and schedule changes.

## VII. Course Policies

### 1. Academic Honesty

The IBM department has a zero tolerance for plagiarism. This includes downloaded material from the Internet, copied passages from a book or a fellow classmate without proper acknowledgment of the source(s). Read carefully Aj. Christa's excellent resource guide **Proper Citation of Sources**. Breaches of academic integrity which includes submitting other peoples work as your own will result in an automatic grade of zero for the assignment/ exam, and may be reported to the judicial affairs officer. **DO NOT COPY YOUR CLASSMATE'S HOMEWORK AND SUBMIT IT AS YOUR OWN.**

### 2. Handing in Assignments

Unless otherwise noted, all assignments are **due at the start of class**, on the date specified, and typed. Please use 12 point font and 1.5 spacing between lines. **Late assignments suffer a 50% penalty**, starting after assignments have been collected at the beginning of the class on the due date; no late assignments will be accepted more than 1 week after the due date.

### 3. Contacting Me

I am available during office hours or you can schedule an appointment to see me. I am available via email; however, plan in advance to give me reasonable time to respond (i.e. emailing at 3:00 AM the night before an assignment is due will not be responded to until the next business day).

### 4. Attendance

Regular attendance at every class session is expected for all students enrolled in the course. Students who arrive late or leave early will be counted as late and two will equal an absence. Every student is responsible for all material covered in class when absent. Students who miss more than 80% (i.e. more than 6 class sessions) will not be eligible to take the final examination.

If you miss class due to an illness, please bring in a signed note from your doctor. Any assignments missed due to an illness with a doctor's note is your responsibility to make up and hand in to the instructor.

### 5. Disruptions to class

Your participation in class discussions on material and questions is important, welcome and integral to the class. However; private conversations in class are disruptive, and prevent other students from hearing and learning from the material presented. You may be asked to leave the class if you are disruptive to other students. All mobiles must be turned to silent and put away. You can only use your electronic devices (Smartphones, Ipads, Netbooks, etc.) if they are being used to follow the lecture PowerPoints or research relevant information to the topic being discussed.

### 6. Leaving the classroom

Prior to entering the classroom, please prepare yourself to participate in the class for 90 minutes. Have all books and materials that you need prepared. Use the restroom before coming to class. If you need to be excused from the classroom momentarily, please raise your hand and ask to be excused and wait for the instructor to acknowledge the request. The need to leave a class while in session should be an exception and not a daily occurrence. Please do not just get up and walk in and out of the classroom.

### VIII. Course Assessment Scheme

<b>Evaluation Methods</b>	<b>Week</b>	<b>Proportion of Evaluation (%)</b>
Participation	1-15	10
Peer Evaluation	8; 15	10
Group Assignments	3; 4; 5; 6; 7; 9; 10; 12; 13; 14	1 per assignment 10 total
Internal Analysis Group Report	8	10
Internal Analysis Group Presentation	8	10
Individual Case Study Report	11	20
Final Report	15	15
Final Presentation	15	15

### IX. Course Grading & Requirements

Class grading will be based on points in the following distribution (Percent):

Participation	10%
Group Assignments	10%
Peer Evaluation	10%
Group Papers	25%
Group Presentations	25%
Individual Case Study	20%
Individual	40%
Pair work / Group	60%

X. Evaluation Criteria

1. Students are required to attend at least 80% of the classes to be eligible for the final examination.
2. This course employs the standardized grading system:

80 - 100	A
75 - 79	B+
70 - 74	B
65 - 69	C+
60 - 64	C
55 - 59	D+
50 - 54	D
0 - 49	F

3. The following grades may also be given:

'I'	Incomplete
'W'	Withdrawn
'IP'	Course work in progress

XI. Class Schedule

The details of this document may be changed during the course of the semester. Any changes will be announced in class or/and posted on the course website.

Week	Topic	Hours	Teaching & Learning Activities, Instructional Media	Instructor
(1)	<p><b>Course Introduction</b>  <b>Introduction to Strategic Planning</b></p> <ul style="list-style-type: none"> <li>• What is strategic planning?</li> <li>• What is comparative advantage?</li> <li>• What is the strategic planning process?</li> </ul>	3	Lecture and Discussion <b>Required reading:</b> <i>Chapter 1 – What is Strategy and the Strategic Planning Process</i>	Christopher Mark Crawford
(2)	<p><b>Ethics of Strategic Planning</b></p> <ul style="list-style-type: none"> <li>• What are the ethical considerations of strategic planning?</li> <li>• How can strategic planning be used in destructive ways?</li> </ul>	3	Lecture and Group Discussion Articles and Case Studies	Christopher Mark Crawford
(3)	<p><b>Mission Statements</b></p> <ul style="list-style-type: none"> <li>• What are the elements of a mission statement?</li> </ul>	3	Lecture and Group Discussion Articles and Case Studies  <b>Assignment #1: Mission Statement (1%)</b>	Christopher Mark Crawford
(4)	<p><b>Vision Statements</b></p> <ul style="list-style-type: none"> <li>• What are the elements of a vision statement?</li> </ul>	3	Lecture and Group Discussion Articles and Case Studies	Christopher Mark Crawford

			<b>Assignment #2: Vision Statement (1%)</b>	
(5)	<b>Values Statements</b> <ul style="list-style-type: none"> <li>• What are the elements of a values statement?</li> </ul>	3	Lecture and Group Discussion Articles and Case Studies  <b>Assignment #3: Values Statement (2%)</b>	Christopher Mark Crawford
(6)	<b>Internal Analysis/VRIO</b> <ul style="list-style-type: none"> <li>• What are resources?</li> <li>• What are capabilities?</li> <li>• What is VRIO?</li> </ul>	3	Lecture and Group Discussion  <b>Assignment #4: Internal Analysis (1%)</b>	
(7)	<b>VRIO</b> <ul style="list-style-type: none"> <li>• What is value?</li> <li>• What is rarity?</li> <li>• What is imitation?</li> <li>• What is organization?</li> </ul>	3	Lecture and Group Discussion  <b>Assignment #5: VRIO (1%)</b>	Christopher Mark Crawford
(8)	<b>Internal Analysis Presentations</b>	3	<b>Internal Analysis Presentation (10%)</b> <b>Internal Analysis Report (10%)</b>	Christopher Mark Crawford
(9)	<b>Midterm Examinations (2<sup>nd</sup> March – 7<sup>th</sup> March)</b>		<b>NO Midterm Exam</b>	
<b>Week</b>	<b>Topic</b>	<b>Hours</b>	<b>Teaching &amp; Learning Activities, Instructional Media</b>	<b>Instructor</b>

(10)	<b>Goals/Objectives</b> <ul style="list-style-type: none"> <li>• What are SMART goals?</li> <li>• What are objectives?</li> <li>• What are Key Performance Indicators? (KPI)</li> </ul>	3	Lecture and Group Discussion <b>Assignment #6: Individual, Group, and Organizational KPIs (1%)</b>	Christopher Mark Crawford
(11)	<b>Four Corners Internal Analysis</b> <ul style="list-style-type: none"> <li>• How to conduct a Four Corners Internal Analysis?</li> </ul>	3	Lecture and Group Discussion <b>Assignment #7: Four Corners (1%)</b>	Christopher Mark Crawford
(12)	<b>External Analysis</b> <ul style="list-style-type: none"> <li>• What is external analysis?</li> <li>• What is General Environment Analysis?</li> </ul>	3	Lecture and Group Discussion <b>Case Study Report (20%)</b>	Christopher Mark Crawford
(13)	<b>PEST Analysis</b> <ul style="list-style-type: none"> <li>• What is PEST Analysis?</li> <li>• What are the Five Forces?</li> </ul>	3	Lecture and Group Discussion <b>Assignment #8: General/PEST Analysis (1%)</b>	Christopher Mark Crawford
(14)	<b>Five Forces</b> <ul style="list-style-type: none"> <li>• What is entry?</li> <li>• What is rivalry?</li> <li>• Who are suppliers?</li> <li>• Who are buyers?</li> <li>• What are complementors?</li> </ul>	3	Lecture and Group Discussion <b>Assignment #9: Five Forces (1%)</b>	Christopher Mark Crawford
(15)	<b>Songkran Holiday</b>	0		
(16)	<b>SWOT Analysis</b> <ul style="list-style-type: none"> <li>• What is SWOT analysis?</li> </ul>	3	Lecture and Group Discussion <b>Assignment #10: SWOT Analysis (1%)</b>	Christopher Mark Crawford

(17)	<ul style="list-style-type: none"> <li><b>Final Presentations</b></li> </ul>	3	<b>Final Presentation (15%)</b> <b>Final Strategic Plan Report (15%)</b>	Christopher Mark Crawford
(18)	<b>Final Examination Period</b> <b>4<sup>th</sup> May – 16<sup>h</sup> May</b>		<b>No Final Exam</b>	