



IB/MG 320 STRATEGIC MANAGEMENT

IES Abroad Multi-Location

DESCRIPTION:

This course examines strategic management within the dynamic and interconnected business environments of Asian and USA. Designed for IES Seoul-Tokyo multilocation program, it introduces students who are still relatively unfamiliar with the topic of strategic management and its applications to core strategic frameworks while emphasizing their applications in real-world and cross-cultural contexts. It begins with the historical origins of strategy – exploring how weaker forces have overcome superior ones through strategic ingenuity – and transition into modern business applications. A unique feature of this course is its “Dual-Track” approach: while mastering corporate strategic frameworks (SWOT, VRIO, etc.), students will be highly encouraged to apply these principles to personal career and business strategy, including personal branding, interview tactics in the global job market, and business model development.

During the course, students will hear and handle about actual case studies from top-tier global multinational corporations such as Microsoft, eBay, and Cigna including some useful business tools, directly from the course instructor, who has personally managed such project as an executive member (CHRO) with those business groups. This will provide them with an opportunity to gain insight not only into strategic management from a global perspective but also from an East Asian perspective. Utilizing Seoul’s vibrant business ecosystem, students will bridge the gap between academic theory and real-world practices.

CREDITS: 3 credits

CONTACT HOURS: 45 hours

LANGUAGE OF INSTRUCTION: English

INSTRUCTOR: Joon-Ki HAN, Ph.D.

PREREQUISITES: None

ADDITIONAL COST: To Be Estimated (Only for a couple of business field trip in the Seoul downtown)

METHOD OF PRESENTATION:

Lecture presentation, Group discussion, Case studies, Student’s individual presentation, and Course related Business Field Trips

REQUIRED WORK AND FORM OF ASSESSMENT:

- Class participation and engagement-20%
- Individual assignment-10%
- Midterm Case Analysis-30%
- Final-term Exam-20%
- Final-term Team project-20%

Course Element

- Class participation and engagement - 20%
 - Students are required to attend the class regularly and consistently without being absent and late. Also, they are expected to be active contributor, not passive listeners as a considerable amount of time will be devoted to group discussions. Due to the interactive nature of strategic management, participation includes engaging in full-class debates, small group work, and analyzing mini-case scenarios in class. Evaluation is based on the quality and relevance of insights shared, rather than mere vocal presence.
- Individual assignment- 10%

- With instructor's guidance, each student will select cases and will collect additional actual company information including the latest annual report, followed by his/her own executive summary report submission in which the student needs to highlight strategic key findings and implications.
- Midterm (30%) and Final-term Exam (20%)
 - Based on the key contents of the lectures and complementary reading (mainly the textbook), Midterm and final exams, in the form of written tests, will be administered. Both midterm and final exam comprise roughly 5-10 questions and test the student's understanding of the materials delivered and discussed in class and assigned readings. Answers in short essay form.
- Final-term Team project- 20%
 - Small teams will analyze the strategic direction of a real-world enterprise (if possible, among Korean local and east Asian business corporations). Teams will diagnose external/internal environment and present actionable strategic alternatives. Both a written strategic report -an executive summary- and a formal oral presentation with Q&A are required.

LEARNING OUTCOMES:

By the end of the course, students will be able to:

- Understand the evolution of strategy from historical warfare to modern global business.
- Analyze how companies adapt strategies across different regions and cultural and institutional environment.
- Make themselves familiar with a couple of core strategic frameworks (SWOT, VRIO, etc.) to complex global business scenarios.
- Develop actionable strategic recommendations for market entry or growth in Korea and East Asian countries: integrate field-visit into strategic analysis (TBD).
- Evaluate the impact of leadership and organizational culture on the successful execution of business strategies.
- Translate the business strategies what they learned into possible personal cases (e.g., overcoming personal handicaps, strategic storytelling in interviews, and develop potential business models with 'buy-in selling points').

ATTENDANCE POLICY:

Regular class attendance is considered mandatory for all students enrolled in this course, in strict accordance with the Academic Policy Guidelines of **IES Abroad Seoul**. This course is a rigorous 3-credit, 45-contact-hour academic program; therefore, each student's consistent presence and active engagement are essential for successful completion.

Please note that while cultural exploration is a key part of your experience in Korea, personal travel, sightseeing, other personal matters, or unexcused programmatic conflict for which prior permission was not obtained before start of class do not constitute valid reasons for absence.

Attendance will be taken at the beginning of each session, including official course-related trips which are integral parts of the academic curriculum. Unexcused absence will directly result in a reduction of the final grade or academic penalties managed by the IES Abroad Center staff. If you expect to miss a class due to unavoidable circumstances (e.g., severe illness with a medical note), you must contact the instructor and the IES Abroad Seoul prior to the class.

CONTENT:

Week	Content	Assignments
Week 1	Introduction of the course and Foundation of Strategy • Walk through the course road-map with course principles (ground rules) followed by managing expectations to the course. • Discuss why it is important for you to study strategy and the strategic management process. • Define Strategy and understand its historical origin. • Define the Strategic Management Process.	• Read the Chapter 1 of the textbook and summarize key points (5 pages executive summary) with personal key findings.
Week 2	Level of Strategy & its core components and Evaluating External Environment • Understand the level and structure of strategy. • Describe the dimensions of the general environment facing a firm and how this environment can affect a firm's opportunities and threats. • Describe main environmental threats and indicators. • Understand industry structure and environmental opportunities.	• Read the Chapter 2 of the textbook and summarize key points (5 pages executive summary) with personal key findings.
Week 3	Evaluating a Firm's Internal Capabilities: Corporate's competencies, performance management and leadership • Describe the resource-based view and how it differs from the S-C-P model. • Describe the VIRO framework and how it relates to the resources-based view. • Be able to apply the VIRO framework to identify the competitive implications of a firm's resources and capabilities. • Understand a firm's competencies and performance management in general in the context of effective leadership.	• Read the Chapter 3 of the textbook and summarize key points (5 pages executive summary) with personal key findings.

Week	Content	Assignments
Week 4	Business level Strategies - Define business-level strategies. - Understand different types of business-level strategies. - Define cost leadership as a business level strategy and identify six reasons firm can differ in their cost. - Define product differentiation and describe how product differentiation can create economic value. - Define strategic flexibility and real options. - Define explicit and tacit collusion and explain why collusion is typically inconsistent with social welfare in an economy.	- Work on practical and simpler strategy development questionnaires. - Develop a personal career endeavor strategy, utilizing market landscape changing (external environment analysis-global and local job market) and individual competencies (internal capabilities analysis).
Week 5	Corporate Strategies - Define corporate-level strategies. - Understand different types of corporate-level strategies. - Define vertical integration, forward vertical integration, and backward vertical integration. - Define corporate diversification and describe five types of corporate diversification. - Define strategic alliance and give three specific examples of strategic alliances. - Describe different types of mergers and acquisitions. - Describe the major challenges that firms integrating acquisitions are likely to face.	Case analysis report: Deep dive into a US multinational corporate's M&A case in Korea or Asian market.
Week 6	Course-related Trip and off-site class with a real-world case study - Explore a global company's business competitive strategies. - Understand key types of business and corporate-level strategies. - Meet business leaders and gain hands-on insight from them.	Course-related Trip's individual reflection note: key findings and implications for future further study.

Week	Content	Assignments
Week 7	Final-term Exam - Review and assess what they have learned and gained and the newly created insight Final-term Team Project Presentation - Gain firsthand insight into the core processes involved in business, from formulating key strategies to persuading stakeholders. - Enhance understanding level of global and local market trends. - Discuss how to define and structure a strategic consulting project management. - Strengthen team dynamics.	Updated and finalized business strategy report based on exchanged feedback during the final-term team project presentation.

COURSE-RELATED TRIPS:

- At least one course-related trip will be organized to visit one or two business firms' sites and explore the big picture of business- and corporate-level strategies, which will be combined with a roundtable meeting with business leaders (Details to be determined).

REQUIRED READINGS:

- Jay B. Barney, Williams S. Hesterly (2019). Strategic Management and Competitive Advantage (6th Edition): Concepts and Cases. Pearson – will be used as the primary textbook.
- Reading as of assignment per week.
- Weekly-base lecture slide-deck and handout materials.

RECOMMENDED READINGS:

- Michael A Hitt, R.Duane Ireland, Robert E. Hoskisson, Jeffrey Harrison (2024). Strategic Management- Competitiveness and Globalization: Concepts and Cases (14th Edition). Cengage.
- Melissa A. Schilling (2017). Strategic Management of Technological Innovation (5th Edition). McGraw-Hill Education.
- Further recommended reading materials will be shared.

INSTRUCTOR BIOGRAPHY:

Dr. Joon-Ki HAN is an accomplished business consultant, coach, and professor specializing in business management, strategy development, and people and organizational development with extensive experience working with top-tier multinational corporations and diverse clients.

His teaching approach is rooted in practicality and solution-focused methodologies, leveraging global best practices and hands-on expertise. Dr. Han's areas of specialization include project management, strategy planning and management, high performance coaching for leadership teams, navigating business communication during periods of change, mediating and resolving executive conflicts among key stakeholders, managing career transitions, and designing onboarding programs for senior executives.

Professional Experience of the Instructor;

- (Current) Professor of Dept. of Tech Management & Innovation at Busan International College of Tongmyong University, Adjunct professor of IE University, Independent Business Consultant & Coach, Global Career Coach(careerminds.com), A regular columnist for a couple of major Korean local business magazines
- SolBridge International School of Business, an AACSB accredited international business school, Assistant Professor
- Microsoft, Country HR Director & HR Business Partner for Korea Subsidiary
- Cigna, LINA Korea (a Fortune 100 company-financial and insurance corp. in USA), HR Vice President

- eBay, Country HR Director& HR Business Partner for Korea Subsidiary, HR Director for Asia Pacific
- Beiersdorf Group (an International Leading Beauty& Skincare Company, based in Hamburg Germany: with the main brands of NIVEA, Atrix, Eucerin, la prairie), Country HR Director for Korea & Global HQ Org. Development Director