


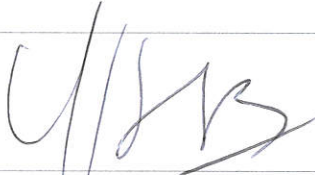


**ipmi**

## **SYLLABUS**

### **EMM312 STRATEGIC MANAGEMENT 4 (Four) Credits**

<b>Prerequisite Course</b>	-
<b>Academic Year/Term</b>	<b>Even Semester 2019/2020</b>
<b>Study Program</b>	<b>BBA Program</b>
<b>Class</b>	<b>BBA 2017</b>
<b>Course Developer</b>	<b>Risa Bhinekawati, Ph.D</b>
<b>Course Reviewer</b>	<b>Syllabus Reviewer Team</b>
<b>Facilitators</b>	<b>Risa Bhinekawati, Ph.D</b>

Approved by:	
	
<b>Liza Agustina Maureen Nelloh, MM, CDM</b> <i>Head of Undergraduate Program</i>	<b>Yulita F. Susanti, Ph.D</b> <i>Director of Academic Affairs</i>

**(1) Course Description:**

Strategic management course covers the topics of strategic analysis, strategic formulation, and strategic implementation. On the topic of strategic analysis, students are given the opportunity to develop goals and objectives of their business, analyse the external and internal environment, and to assess the intellectual capital of a business. Subsequently, on the strategic formulation topic will cover the business level, corporate, and international strategy formulation as well as understanding entrepreneurial strategy and competitive dynamics in a corporation. Lastly, on the topic of strategic implementation, students are trained to develop suitable strategic control and corporate governance, create effective organizational designs, build strategic leadership excellence, and foster corporate entrepreneurship. Students are assigned to apply the theoretical knowledge of strategic management to their own entrepreneurship project to ensure that they have real life experience from this course.

**(2) Graduate Competencies related to this course are:**

1. Strategic thinking in terms of ability to analyze organizational goals and objectives, organization external and internal environment, and intellectual asset of the organization.
2. Understanding different levels of strategy formulation, at business-level, corporate level, and international level in order to compete and attain competitive advantage.
3. Understanding and developing strategic control and corporate governance, effective organizational design, and fostering corporate entrepreneurship.

**(3) Teaching-Learning Strategies**

Lecturing, experiential learning, case studies, group discussion, individual assignments, quizzes . Students are expected to become fully engage in all class activities. Students have to take responsibility to do their own assignment.

**(4) Learning Outcomes:**

*At the successful completion of this course, the students* are expected to:

LO-1	<b>Recognize</b> and <b>identify</b> theoretical models and tools in strategic management that can be used in organization and business context.
LO-2	Be able to <b>analyse</b> the external and internal forces that affect the organization and develop suitable strategy based on the analysis.

LO-3	Be able to <b>apply</b> the theories, models and tools in the real life situations by testing the concepts and tools in students' own business projects; and make necessary adjustment and improvements relevant to the context.
LO-4	Be able to <b>integrate</b> the theoretical knowledge to the existing competences to develop mental agility to succeed as an individual, business owner, or as a manager in a globalized environment, and engage at a beginner level enquiry that draws out very different perspectives on management and leadership issues

**(5) Teaching-Learning Strategies**

Lecturing, reading discussion, case studies, group paper, group discussion, individual assignments, quizzes.  
Students are expected to become fully engage in all class activities. Students have to take responsibility to do their own assignment.

**(6) Assessment Method:**

No	Type of Assessment	Weighting
1	Midterm Exam	30%
2	Final Exam	30%
3	Quizzes, assignments, and home works	20%
4	Attendance/Class Participation	20%
Total Weight		<b>100%</b>

6.1 Participation in Class: The student will be judged as to how active he/she participates in the class discussion.

6.2 Group Discussion: The student will be asked to do a discussion in a group, either a chapter of the book/case study, or of a business plan.

6.3 Individual Assignments: Each student must submit in writing individual assignments, which consist of Home works, and case study analysis.

6.4 Exam: The exam is individual exam. The exam is done on hard copies.

**(7) Attendance:**

This will be in accordance with The Student Policy Guidelines set by Academic Operation.

**(8) References:**

**Compulsory Textbook/Journal ;**

1. Dess, G., Lumpkin, G.T., Eistner, A., McNamara, G. (2014). *Strategic Management: Text and Cases* (7th Ed.), New York, NY: McGrawHill (DLEM).

**Supporting Textbooks/Journal:**

1. Hill, C.W.L, Jones, G.R. (2012). *Strategic Management: An Integrated Approach* (10 Ed.), Mason, OH: Cengage Learning

**(8) Lecturer Contact Details:**

Email: [risa.bhinekawati@ipmi.ac.id](mailto:risa.bhinekawati@ipmi.ac.id)

Whatsapp: 081293413701

**(9) Email Protocol**

While academic staff endeavor to address queries received via email, it is more appropriate to resolve substantive questions face-to-face during normal consultation hours. With this in mind, we encourage all students to familiarize themselves with the consultation hours offered by lecturers in this subject.

Please note that we are only able to respond to student emails coming from IPMI email address. Please do not use personal email addresses such as Yahoo, Hotmail or even business email addresses. Emails from IPMI email addresses may be filtered by the spam filter, which means that we may not receive your email. All correspondence relating to this subject will only be sent to your IPMI email address. Note that you must first activate your IPMI email address before you can send or receive emails at that address.

**(10) Attendance**

Attendance is required for the lectures, and points will be awarded for being in class on time and remaining until class is dismissed. For each lecture you attend, you will receive points that go towards the 10% "Attendance" points. If you achieve perfect attendance for the *lectures*, you will receive a bonus and get a total attendance score of 120 points or 12% of the overall grade. If you are absent, you get no attendance points for that day.

Late arrivals for more than 10 minutes. Early departure from class, leaving the room during class without permission, and usage of any electronic device with on/off switch will all be counted as absences (plan your commute accordingly and use the bathroom before class).



## (11) Course Outline

Week	Date	Academic Hour	Learning Outcome	Topic	Description	Teaching & Learning Method	References	Assessment Method	Course Material
1			L01	<ul style="list-style-type: none"> <li>Introduction</li> <li>Strategic Management and creation of competitive advantage</li> </ul>	<ul style="list-style-type: none"> <li>Setting the goals of the class</li> <li>Defining strategic management, the process of strategic management, stakeholder management, corporate governance</li> </ul>	Lecturing, Critical Reflection, Discussion	DELM Ch 1	Class participation	Textbook, Computer, LCD Projector
2			L01, L02	Analyzing the External Environment of the Firm	Creating the environmental aware organization, scanning the general environment and competitive environment	Lecturing, Critical Reflection, Discussion	DELM Ch 2	Class participation Individual/ Group Assignment	Textbook, Computer, LCD Projector
3			L01, L02	Assessing the internal environment of the firm	Analysing value-chain, understanding resource-based view of the firm, evaluating firm performance	Lecturing, Critical Reflection, Discussion	DELM Ch 3	Class participation Individual/ Group Assignment	Textbook, Computer, LCD Projector
4			L01, L02	Recognizing a firm's intellectual assets	The role of knowledge in today's economy, the foundation of intellectual capital, the role of social capital, the use of technology, intellectual property protection	Lecturing, Critical Reflection, Discussion	DELM Ch 4	Class participation Individual/ Group Assignment	Textbook, Computer, LCD Projector
5			L03, L04	Applying and integrating strategic analysis to students' business.	Students apply and integrate the concepts of strategic analysis into their own business plan.	Workshop 1	DELM Ch 1 - 4	Coaching Presentation	Flipchart Computer LCD Projector
6			L01, L02	Business-Level Strategy	Types of competitive advantage and sustainability, the influence of Internet and Digital Technology in competitive strategies, Industry life cycle	Lecturing, Critical Reflection, Discussion	DELM Ch 5	Class participation Individual/ Group Assignment	Textbook, Computer, LCD Projector

Week	Date	Academic Hour	Learning Outcome	Topic	Description	Teaching & Learning Method	References	Assessment Method	Course Material
7			L01, L02	Corporate-Level Strategy	Making diversification ovrk, related and unrelated diversification, the means to achieve diversification	Lecturing, Critical Reflection, Discussion	DELM Ch 6	Class participation Individual/ Group Assignment	Textbook, Computer, LCD Projector
8			Mid - term exam						
9			L01, L02	Creating Value in Global Market	Factors affecting Nation's competitiveness, international expansion, achieving competitiveness in global markets, entry modes of international expansion	Lecturing, Critical Reflection, Discussion	DELM Ch 7	Class participation Individual/ Group Assignment	Textbook, Computer, LCD Projector
10			L01, L02	Entrepreneurial Strategy and Competitive Dynamics	Recognizing entrepreneurial opportunities, entrepreneurial strategy, competitive dynamics	Lecturing, Critical Reflection, Discussion	DELM Ch 8	Class participation Individual/ Group Assignment	Textbook, Computer, LCD Projector
11			L03, L04	Applying and integrating strategic formulation to students' business.	Students apply and integrate the concepts of strategic formulation into their own business plan.	Workshop 2	DELM Ch 5 - 8	Coaching Presenation	Flipchart Computer LCD Projector
12			L01, L02	Strategic control and corporate governance	Balancing culture, rewards and boundaries; the role of corporate governance	Lecturing, Critical Reflection, Discussion	DELM Ch 9	Class participation Individual/ Group Assignment	Textbook, Computer, LCD Projector
13			L01, L02	Organizational Structure and Strategic Leadership	Different forms of organizaitional structure, Leadership, Emotional Intelligence, Developing a Learning organization, creating an ethical organization	Lecturing, Critical Reflection, Discussion	DELM Ch 10, 11	Class participation Individual/ Group Assignment	Textbook, Computer, LCD Projector

Week	Date	Academic Hour	Learning Outcome	Topic	Description	Teaching & Learning Method	References	Assessment Method	Course Material
14			L01, L02	Managing Innovation and Fostering Corporate Entrepreneurship	Managing innovation, corporate entrepreneurship, Real option analysis, entrepreneurial orientation.	Lecturing, Critical Reflection, Discussion	DELM Ch 12	Class participation Individual/ Group Assignment	Textbook, Computer, LCD Projector
15			L03, L04	Applying and integrating strategic formulation to students' business.	Students apply and integrate the concepts of strategic formulation into their own business plan.	Workshop 3	DELM Ch 9 - 12	Coaching Presentation	Flipchart Computer LCD Projector
16			Final Exam: Integrative Team Project						

### **(11) Plagiarism and Collusion**

Presenting material from other sources without full acknowledgement (referred to as plagiarism) is heavily penalized. Penalties for plagiarism can include a mark of zero for the piece of assessment or a fail grade for the subject.

Plagiarism is the presentation by a student of an assignment identified as his or her own work even though it has been copied in whole or in part from another student's work, or from any other source (eg. published books, web-based materials or periodicals), without due acknowledgement in the text.

Collusion is the presentation by a student of an assignment as his or her own work when it is, in fact, the result (in whole or in part) of unauthorized collaboration with another person or persons. Both the student presenting the assignment and the student(s) willingly supplying unauthorized material are considered participants in the act of academic misconduct.

### **(12) Late Submission**

Late submissions must be accompanied by a completed Request for Special Consideration form.

Late assignments, where approval for late submission has not been given, will be penalized at the rate of 10% of the total mark per day, for up to 10 days, at which time a mark of zero will be given.



**(13) Class platform**

I am using google classroom as the platform of the class, all the teaching materials, assignments will be posted in the google classroom, and you have to download and sign up into your electronic devices.

**(14) Group Work**

Working in groups can sometimes be more difficult than working individually. However, teamwork and organizational skills associated with group work are highly valued by employers. With careful management and ongoing communication, you can have a successful and rewarding experience working in a team.

You should exchange names, phone numbers, and email addresses with your group members straight away.

If you have difficulty with a member of your group, you should contact your lecturer as soon as possible. Do not leave issues unresolved until just before or after your group assignment is due.

**All students within your group will be given the same mark unless you have raised an issue during the assignment period. Students who do not contribute to a group assignment may be allocated a lower mark or assigned a mark of zero.**

**(15) Other Information**

Tolerance of delay time attendance is **10 minutes**