

Chiang Kai Shek College

菲律賓中正學院

<p><u>CKS COLLEGE</u> <u>INSTITUTIONAL VISION-MISSION</u></p> <p>Education for excellence, geared towards a united Filipino-Chinese community equipped with the basic academic skills, wisdom, and the virtues of propriety, righteousness, incorruptibility and honor, committed to nation building and international concern.</p> <p><u>CORE VALUES</u></p> <p><i>Chiang Kai Shek College challenges stakeholders to lead their lives in accordance to the four Confucian virtues:</i></p> <p>L (禮, propriety, proper rite) Yì (義, righteousness or justice) Lian (廉, incorruptibility) Chí (恥, honor, sense of shame)</p> <p><i>Concomitant to attaining these values are the cultivation and sustenance of the holistic approach to education, an all-around development in five domains:</i></p> <p>Dé (德, moral) Zhì (智, intellectual) T (體, physical) Qún (群, team spirit) M i (美, aesthetic)</p> <p><i>Based on these Confucian moral values, CKS College simplifies its Core Values as follows:</i></p> <p>Relevant Education Good Character Committed Service</p>	<p><u>COLLEGE VISION STATEMENT</u></p> <p>To become the preferred Filipino-Chinese college that offers high quality, learner-centered, and outcome-based education to future entrepreneurs, professionals, and managers in the fields of business, IT, and education.</p> <p><u>COLLEGE MISSION STATEMENT</u></p> <p>CKS College is a preeminent Filipino-Chinese college that seeks to grow, educate, and train future entrepreneurs and leaders who will make significant contributions to society.</p> <p>It endeavors to create a learning environment that balances theory with practice, so as to equip students with the necessary knowledge, skills, and values that will enable them to succeed in their respective fields.</p> <p>In partnership with CKS College faculty, staff, and administration, and through stronger linkages with various organizations, CKSC alumni, businessmen, and professionals, it shall continuously make its degree programs more adaptive and relevant to changing educational, social, technological, and business environments, thereby bridging the gap between academe and industry.</p> <p>It shall supply various sectors with capable, competent, and pro-active educators, accountants, managers, marketers, IT experts, and entrepreneurs who shall be known for their commitment, excellence, passion, and integrity.</p> <p><u>CKS COLLEGE INSTITUTIONAL OBJECTIVES</u></p> <ol style="list-style-type: none"> To train bright and capable leaders of society To prepare people for the task of building a better and stronger nation To harvest and share great ideas from Eastern and Western cultures To enhance friendship and understanding between Filipinos and Chinese 	<p><u>PROGRAM OUTCOMES (PO)</u></p> <p>1. Common to All Programs</p> <ol style="list-style-type: none"> 1.1 Recognize and examine the trends and developments in one's field of specialization. 1.2 Effectively communicate orally and in writing using English, Filipino, mother tongue language, and an appropriate Foreign Language required by the industry. 1.3 Work effectively and independently in multi-disciplinary and multi-cultural teams. 1.4 Act in recognition of professional, social, and ethical responsibilities. 1.5 Preserve and promote Filipino historical heritage and cultural values. 1.6 Engage in ongoing, voluntary, and self-motivated pursuit of knowledge (lifelong learning). 1.7 Demonstrate the values of propriety, righteousness, incorruptibility, and honor. <p>2. Common to the Business and Management Discipline</p> <ol style="list-style-type: none"> 2.1 Perform the basic management functions, such as planning, organizing, staffing, leading, and controlling. 2.2 Apply proper decision making tools to critically, analytically, and creatively solve problems and drive results. 2.3 Apply the basic concepts that underlie each of the functional areas of business (marketing, finance, human resources management, production and operations management, information technology, and strategic management) and employ these concepts in various business situations. 2.4 Apply information and communication technology (ICT) skills as required by the business environment. 2.5 Work effectively with other stakeholders and manage conflict in the workplace. 2.6 Employ entrepreneurial skills in planning and implementing business activities. 2.7 Demonstrate high personal moral and ethical standards, organizational citizenship, and corporate social responsibility. <p>3. Specific to the Business Administration Program</p> <ol style="list-style-type: none"> 3.1 Acquire, analyze, and synthesize business and industry data for strategic and operational decision-making and to devise innovative business ideas. 3.2 Engage in business research by identifying, analyzing, and solving business problems and applying appropriate quantitative and qualitative tools and frameworks. 3.3 Define and formulate relevant corporate, business, functional-area, and operational plans and strategies for economic sustainability. 3.4 Manage and coordinate people, business processes, and business resources. 3.5 Demonstrate effective oral and written communication skills in various business contexts. 3.6 Employ critical thinking skills to evaluate the practical implications of organizational policies, decisions, and strategy. 3.7 Recommend ethical behaviors, promote corporate social responsibility, and engage in social enterprise.
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COURSE SYLLABUS

Course Code : BMSTRA Course Title : Strategic Management Credit : 3.0 Units Instructor : _____ Class Day : _____ Class Time : _____ Classroom : _____ Consultation Schedule : _____	Course Description: The course deals with the basic concepts and applications in the field of Strategic Management. It exposes the student to the basic nature and character of top management decision-making, and gets him/her involved in the analysis, formulation, and implementation of corporate strategies and policies. Furthermore, it gives him/her the opportunity to apply basic concepts and techniques s/he has learned about the various functional areas of management.
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Course Outcomes	Program Outcomes Addressed by the Course Outcomes
Think strategically about a company, its present business position, its long-term direction, its resources and competitive capabilities, the caliber of its present strategy, and its opportunities for gaining sustainable competitive advantage.	2.2 Apply proper decision making tools to critically, analytically, and creatively solve problems and drive results.
Conduct strategic analysis in a variety of industries and competitive situations and gain a stronger understanding of the competitive challenges of a global market environment.	2.2 Apply proper decision making tools to critically, analytically, and creatively solve problems and drive results. 3.1 Acquire, analyze, and synthesize business and industry data for strategic and operational decision-making and to devise innovative business ideas. 3.2 Engage in business research by identifying, analyzing, and solving business problems and applying appropriate quantitative and qualitative tools and frameworks.
Craft business strategy, reason carefully about strategic options, use what-if analysis to evaluate action alternatives, and make sound strategic decisions.	2.2 Apply proper decision making tools to critically, analytically, and creatively solve problems and drive results. 3.2 Engage in business research by identifying, analyzing, and solving business problems and applying appropriate quantitative and qualitative tools and frameworks. 3.3 Define and formulate relevant corporate, business, functional-area, and operational plans and strategies for economic sustainability. 3.5 Demonstrate effective oral and written communication skills in various business contexts.
Be familiar with the managerial tasks associated with implementing and executing company strategies and the range of actions managers can take to promote competent strategy execution. Gain confidence in being able to function effectively as part of a company’s strategy- implementing team.	2.1 Perform the basic management functions, such as planning, organizing, staffing, leading, and controlling. 2.5 Work effectively with other stakeholders and manage conflict in the workplace. 3.4 Manage and coordinate people, business processes, and business resources. 3.6 Employ critical thinking skills to evaluate the practical implications of organizational policies, decisions, and strategy.

Course Outcomes	Program Outcomes Addressed by the Course Outcomes
Integrate the knowledge gained in earlier core courses in the business school curriculum, understand how the various pieces of the business puzzle fit together, and appreciate why the different parts of a business need to be managed in strategic harmony for a company to operate in winning fashion.	2.3 Apply the basic concepts that underlie each of the functional areas of business (marketing, finance, human resources management, production and operations management, information technology, and strategic management) and employ these concepts in various business situations. 2.6 Employ entrepreneurial skills in planning and implementing business activities. 3.3 Define and formulate relevant corporate, business, functional-area, and operational plans and strategies for economic sustainability.
Exercise managerial judgment, assess business risk, and create results-oriented action plans.	2.2 Apply proper decision making tools to critically, analytically, and creatively solve problems and drive results. 2.6 Employ entrepreneurial skills in planning and implementing business activities. 3.5 Demonstrate effective oral and written communication skills in various business contexts.
Become more proficient in using personal computers to do managerial analysis and managerial work.	2.4 Apply information and communication technology (ICT) skills as required by the business environment.
Recognize the importance of exemplary ethical principles, sound personal and company values, and socially responsible management practices.	2.7 Demonstrate high personal moral and ethical standards, organizational citizenship, and corporate social responsibility. 3.7 Recommend ethical behaviors, promote corporate social responsibility, and engage in social enterprise.

Course Requirements:

-) Class Participation. Attendance to all lectures and required alternative activities is highly encouraged. Students are expected to actively participate in discussions and to be respectful of each other’s views, opinions, and insights. It is part of the student’s responsibility to prepare for each class session by reading the assigned materials (textbook, references, journals, websites, hand-outs, etc.), as indicated in the Course Plan.
-) Quizzes. Pre-discussion and post-discussion quizzes shall help assess student learning on a more regular basis. Such quizzes are unannounced. Pre-discussion quizzes shall help assess how well the student prepared for the session. They shall help students develop lifelong learning skills. Post-discussion quizzes shall help assess how much students learned from lectures and classroom discussions.
-) Long Exams. Two long exams shall be administered before midterms and another two shall be administered after midterms. The schedule for the long exams are indicated in the Course Plan.
-) Midterm & Final Exams. The Midterm and Final Exams shall be comprehensive and shall be administered as per the schedule set by the CKS College HEI Deans’ Council.
-) Case Analysis. Students shall be assigned to groups and each group shall be assigned a case to work on. Written case reports shall be submitted prior to midterms. Students are required to follow the format provided. The schedules for case presentations and defense are indicated in the Course Plan. Cases are selected and assigned to help students gain a deeper understanding of concepts learned as they observe, analyze, and critique how companies design, implement, and monitor strategies.
-) Project (Strategic Plan). The end-of-term project is an important course output which will give the student an opportunity to synthesize and apply various lessons learned in the course. Proper presentation skills and proper use of presentation materials should also be exhibited during the oral presentation and defense.

Grading System:

Midterm Class Standing	=	Quizzes & Exams *70% + Recitation *30%
Midterm Grade	=	Midterm Class Standing *60% + Midterm Exam * 40%
Final Class Standing	=	Quizzes & Exams Before & After Midterms * 50% + Recitation Before & After Midterms * 20% + Project or Research Output *30%
Final Grade	=	Final Class Standing * 60% + Midterm Exam * 20% + Final Exam * 20%

Grade Score Equivalent (GSE):

Rating	GSE	Rating	GSE
98 to 100	1.00	77 to 79	2.75
95 to 97	1.25	75 to 76	3.00
92 to 94	1.50	< 75	5.00
89 to 91	1.75	No Grade	NG
86 to 88	2.00	Authorized	AW
83 to 85	2.25	Withdrawal	
80 to 82	2.50		

Textbook:

) Gamble, J., Peteraf, M. A., & Thompson, A. (2017). *Essentials of strategic management: The quest for competitive advantage (5th edition)*. McGraw Hill

References:

) David, F. R. (2017). *Strategic management: A competitive advantage approach (16th ed.)*. Prentice Hall.
) Hill, C. (2017). *Strategic management theory: An integrated approach (12th ed.)*. Cengage Learning.
) Hitt, M. A. (2017). *Strategic management: competitiveness and globalization concepts (12th ed.)*. Cengage Learning
) Rothaermel, F. (2017). *Strategic management (3rd ed.)*. McGraw Hill.
) Thompson, A. A., Jr., Strickland, A.J. III, & Gamble, J. (2014). *Crafting and executing strategy: concepts and readings (19th ed.)*. McGraw Hill.
) Toustiga, G. (2015). *Strateg in practice: A practitioner's guide to strategic thinking (3rd ed.)*. John Wiley & Sons, Ltd.
) Walker, G. & Madsen, T. (2016). *Modern competitive strategy (4th ed.)*. McGraw Hill Education

Articles and Journals:

) Birshan, M., Engel, M., & Sibony, O. (2013, October). *Avoiding the quicksand: Ten techniques for more agile corporate resource allocation*. McKinsey & Company. Retrieved from http://www.mckinsey.com/insights/strategy/avoiding_the_quicksand
) Birshan, M., Gibbs, E., & Strovink, K. (2015, May 14). *What makes a great chief strategy officer*. Harvard Business Review. Retrieved from <https://hbr.org/2015/05/what-makes-a-great-chief-strategy-officer>
) Blanding, M. (2015, April 20). *The 5 strategy rules of bill gates, andy grove, and steve jobs*. Harvard Business School Working Knowledge. Retrieved from <http://hbswk.hbs.edu/item/7704.html>
) Blanding, M. (2014, April 1). *When do alliances make sense?* Harvard Business School Working Knowledge. Retrieved from <http://hbswk.hbs.edu/item/7442.html>
) Hanna, J. (2014, December 8). *A manager's guide to international strategy*. Harvard Business School Working Knowledge. Retrieved from <http://hbswk.hbs.edu/item/7454.html>
) Kenny, G. (2014, September 3). *Your company's purpose is not its vision, mission, or values*. Harvard Business Review. Retrieved from <https://hbr.org/2014/09/your-companys-purpose-is-not-its-vision-mission-or-values/>
) Manktelow, J. (n.d.). *Mission and vision statements: Unleashing the power of purpose*. Mind Tools. Retrieved from http://www.mindtools.com/pages/article/newLDR_90.htm
) Nobel, C. (2014, June 2). *Secrets to a successful social media strategy*. Harvard Business School Working Knowledge. Retrieved from <http://hbswk.hbs.edu/item/7545.html>
) Satell, G. (2013, September 14). *The evolution of strategy*. Forbes. Retrieved from <http://www.forbes.com/sites/gregsatell/2013/09/14/the-evolution-of-strategy/>
) Schrage, M. (2015, January 16). *Your customers' behavior is a competitive advantage*. Harvard Business Review. Retrieved from <https://hbr.org/2015/01/your-customers-behavior-is-a-competitive-advantage>
) Sull, D., Homkes, R., & Sull, C. (2015, March). *Why strategy execution unravels—and what to do about it*. Harvard Business Review. Retrieved from <https://hbr.org/2015/03/why-strategy-execution-unravelsand-what-to-do-about-it?referral=00060>

Course Plan:

Week	Inclusive Date/s	Learning Outcome/s	Topic/s	Reference/s	Teaching-Learning Activities	Assessment Methods
1) Explain why every company needs a distinctive strategy to compete successfully, manage its business operations, and strengthen its prospects for long-term) Introduction) Strategy, Business Models, and Competitive Advantage) Suggested Readings: o Gamble, Peteraf, & Thompson, Chapter 1) Lecture) Class Discussion) Recitation) Quiz

Week	Inclusive Date/s	Learning Outcome/s	Topic/s	Reference/s	Teaching-Learning Activities	Assessment Methods
2		success. J Outline a company's customer value proposition and profit formula to determine its business model.		J Articles: o The Evolution of Strategy o The Most Common Strategy Mistakes		
3		J Distinguish between the five most dependable strategic approaches for setting a company apart from rivals and winning a sustainable competitive advantage. J Apply the three tests of a winning strategy.				
4		J Develop a vision and mission statement. J Set both strategic and financial objectives. J Coordinate the strategic initiatives at different organizational levels to achieve the company's performance targets.	J Strategy Formulation, Execution, and Governance	J Suggested Readings: o Gamble, Peteraf, & Thompson, Chapter 2 J Articles: o Your Company's Purpose is not its Vision, Mission, or Values o Mission and Vision Statements: Unleashing the Power of Purpose	J Lecture J Class Discussion	J Recitation J Quiz J 1st Long Exam
5		J Learn what a company must do to achieve operating excellence and to execute its strategy proficiently.				
6		J Identify factors in a company's broad macro-environment that may have strategic significance. J Recognize the factors that cause competition in an industry to be fierce, more or less normal, or relatively weak.	J Evaluating a Company's External Environment	J Suggested Readings: o Gamble, Peteraf, & Thompson, Chapter 3	J Lecture J Class Discussion J Case Analysis	J Recitation J Quiz J Submission of Case Analysis J Case Presentation: Tesla Motors -
7		J Map the market positions of key groups of industry rivals.				J 2 nd Long Exam
8		J Determine whether an industry's outlook presents a company with sufficiently attractive opportunities for growth and profitability.				
9						J Midterm Exam
10		J Assess how well a company's strategy is working. J Evaluate the potential of a company's resources and capabilities for giving the company a competitive edge over rivals. J Perform a value chain analysis and determine how a company's value chain activities can affect the company's cost structure and customer value proposition.	J Evaluating Company's Resources, Capabilities, and Competitiveness	J Suggested Readings: o Gamble, Peteraf, & Thompson, Chapter 4 J Article: o Avoiding the Quicksand: Ten Techniques for More Agile Corporate Resource Allocation	J Lecture J Class Discussion J Case Analysis	J Recitation J Quiz J Case Presentation: Whole Foods J Case Presentation: Pepsico
11		J Evaluate a company's competitive strength relative to key rivals.				
12		J Distinguish among the five generic strategies. J Apply the appropriate strategies to different types of	J The Five Generic Competitive Strategies	J Suggested Readings: o Gamble, Peteraf, &	J Lecture J Class Discussion	J Recitation J Quiz

Week	Inclusive Date/s	Learning Outcome/s	Topic/s	Reference/s	Teaching-Learning Activities	Assessment Methods
		industry and competitive conditions.) Identify the major avenues for achieving a competitive advantage based on lower costs.) Identify means of developing a competitive advantage based on differentiating a company's product or service offering from the offerings of rivals.		Thompson, Chapter 5		
13) Determine whether and when to pursue offensive or defensive strategic moves to improve a company's market position.) Explore the benefits of merger and acquisitions.) Discuss the advantages and disadvantages of extending a company's scope of operations via vertical integration.) Strengthening a Company's Competitive Position: Strategic Moves, Timing, and Scope of Operations) Suggested Readings: o Gamble, Peteraf, & Thompson, Chapter 6) Article: o Your Customers' Behavior is a Competitive Advantage) Lecture) Class Discussion) Case Analysis) Recitation) Quizzes) Case Presentation: Southwest Airlines) 3 rd Long Exam
14) Identify the conditions that favor farming out certain value chain activities to outside parties.) Discuss how strategic alliances and collaborative partnerships can bolster a company's collection of resources and capabilities.				
15) Determine when and how diversifying into multiple businesses can enhance shareholder value.) Determine how related diversification strategies can produce cross-business strategic fit capable of delivering competitive advantage.) Evaluate a company's diversification strategy.) Discuss a diversified company's four main corporate strategy options for solidifying its diversification strategy and improving company performance.) Corporate Strategy: Diversification and the Multi-business Company) Suggested Readings: o Gamble, Peteraf, & Thompson, Chapter 8) Article: o The Five Strategy Rules of Bill Gates, Andy Grove, and Steve Jobs) Lecture) Class Discussion) Case Analysis) Recitation) Quizzes) Case Presentation: Apple
16) Allocate resources based on strategic priorities.) Design policies and procedures to facilitate good strategy execution.) Explore how process management programs that drive continuous improvement help an organization achieve operating excellence.) Describe the role of information and operating systems in enabling company personnel to carry out their strategic roles proficiently.) Superior Strategy Execution: Another Path to Competitive Advantage) Suggested Readings: o Gamble, Peteraf, & Thompson, Chapter 10) Article: o Why Strategy Execution o How CEOs Sustain Higher-Ambition Goals) Lecture) Class Discussion) Class Discussion) Recitation) 4 th Long Exam
17) Propose and present a strategic plan for an actual company.) Submission of Strategic Plan) Defense
18) Final Exam

Course Policies:

Academic Integrity	CKSian values include propriety, righteousness, incorruptibility, and honor. Students should exercise such values both inside and outside the classroom. Students are expected to value the importance of education and should recognize that such involves hard work and sacrifice. Academic dishonesty— whether in the form of plagiarism (intentional or unintentional), cheating in exams and assignments, non-contribution to the group project, or the like— shall not be tolerated and shall strictly be subjected to the penalties indicated in the CKS College Student Handbook.
Tardiness	A student who incurs more than 12 hours of absences or twenty (20) percent of the prescribed number of class periods during the semester would be given a failing grade and given no credit for the course or subject. A student may be accepted in class even if he/she arrives late provided that it is not more than 25% of the class/session. A recorded tardiness is considered 1/3-absence, which if added to two other recorded tardiness will be equivalent to a full absence recorded against a student.
Use of Mobile Devices	Once inside the classroom, the student is expected to focus on his role as a learner. Distractions should be avoided. Students are not allowed to use mobile phones, tablets, or other gadgets in class. Mobile phones should be switched off or placed in silent mode.
Make-Up Quizzes/ Exams	No make-up quiz shall be given to a student who is absent for the class period. For pre-discussion quizzes administered at the beginning of the class period, students are not allowed to enter the classroom in the middle of the quiz. Latecomers are advised to wait outside the classroom until the students present are finished taking the quiz. No make-up quiz shall be given to latecomers. For long exams, make-up exams may be given only upon presentation of an approved Application for Excuse Absence. For students who are unable to take the Midterm or the Final Exams, an approved Application for Excuse Absence and an approved Application for Special Examination should be submitted to the instructor before the make-up exam can be scheduled and administered.
Group Contribution in Project/s	The groupings for the project/s shall be determined at the beginning of the semester. Once assigned to a group, students shall not, under any circumstance, be allowed to switch groups. Students are expected to exercise teamwork and contribute meaningfully to the group project. A duly accomplished peer evaluation form shall be submitted by each group member along with the group’s written report.
Consultation	If needed, students are highly encouraged to schedule consultation with the faculty within the consultation schedule provided. Such shall be conducted at the consultation area in the CKS College Faculty Room.
Others	Both student and faculty are responsible for maximization of class contact hours to ensure satisfaction of course learning outcomes. Once the class period has started, no one is allowed to leave the classroom, unless officially requested by the Administration Office and/or allowed by the instructor. Leaving the classroom at any time within the scheduled class period, whether for short or extended periods of time, is strongly discouraged. Students should go to the toilet before or after class, or during the scheduled break within 3-hour class periods.

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