Dongseo University  
Division of Business Administration  
Management Strategy  

Course Description (Goals & Objectives):
Course Objectives:
- Understand the significance and meaning of the establishment of corporate management strategy to achieve sustainable growth and to secure competitiveness in a rapidly changing business environment encompassing politics, economy, society, culture, and technology.
- Understand the process of building a management strategy and related elements and information to achieve corporate objectives.
- Understand the feasibility of strategic utilization and approaches to adopt IT, a key tool for implementing a management strategy

Course Outline:
- Study on the basic knowledge related to management strategy  
  : Definition of strategy  
  : Process to establish a management strategy  
  : Analysis on external environments of business  
  : Study on corporate management resources and core competencies  
  : Establish a management strategy
- Study on corporate management innovation and management performance enhancement  
  : Necessity of innovation  
  : Enhance corporate competitiveness through innovation
- Create a Worksheet to complete a management strategy  
  : Practice key elements of the study following the process of establishing a management strategy  
  : Establish a management strategy for a virtual enterprise  
  : Find out ways to enhance management performance through management innovation
Course Outline:

- **Week 1**
  - Study methods of management strategy
    : The importance of studying management strategy
    : Course structure
  - Preconditions to understand the process of management strategy establishment
    : Understanding a company to establish a management strategy
    : Research and analysis
  - Interactions between Management Strategy and other Business Administration courses
    : Final decision of Business Administration course
    : Interactions with major foundation studies

- **Week 2**
  - The meaning of a strategy
    : Definition and similar concepts of strategy
    : The concept and utilization of management strategy
  - The necessity and purpose of management strategy
    : Internal and external necessity of management strategy
    : Purpose of management strategy
  - Effects of management strategy
    : Corporate growth and development
    : Innovation and competitive advantages

- **Week 3**
  - Process of establishing a management strategy
    : Methodologies and application of the methods
    : Process, procedure, and key elements of establishing a management strategy
  - Key players in establishing a management strategy
    : Internal Task Force Team (TFT), participation in fields
    : External consulting services & confidentiality maintenance
  - Key deliverables of management strategy
    : Develop key deliverables and reports
    : Apply the approaches of the management strategy established and follow-up process
- Week 4
  - The meaning and use of company name and vision
  - Creating a company name and vision
  - Relations with management strategy

- Week 5
  - Analysis on the external environment of a company
  - Analytical methods of the changing external environment
  - Porter’s industry structural analysis

- Week 6
  - Analysis on internal competencies of a company
  - Analysis on corporate management resources
  - Core competencies of a company

- Week 7
  - Analysis on organizational structure and leadership
Types of organizational structures
- Business management and personnel organization management
- Principles of personnel organization
- How to effectively operate organizations
- Corporate culture and leadership
- Effects of corporate culture on organizational performance
- Relations between leadership and management performance

**Week 8**
- Analysis on accounting indicators
  - Analysis on basic indicators
  - Indications and interpretations of accounting indicators
- Analytical methods of financial statements
  - The significance of financial statement analysis
  - Indications of the analysis
- Midterm exam

**Week 9**
- Understanding of competitive strategy
  - Basic concepts of competitive advantage strategy
  - Implement a competitive strategy
- Competitive analysis methods
  - Definition of key competitive rivals
  - Competitive factors and analytical methods
- Creation of competitive advantage and cost leadership
  - Source of competitive advantage
  - Preconditions for competitive advantage

**Week 10**
- Diversification and alliance strategy
  - Composition of diversification and strategic alliance
  - Types of diversification strategies
- Diversification strategy
  - Composition of diversification strategy
  - Horizontal and vertical diversification
- Portfolio management
Risk factors in differentiation and diversification strategy
Selection and concentration of risk diversification

**Week 11**
- Vertical integration and outsourcing strategy
  - Changes in management environment and management paradigm
  - Vertical integration and diversification of outsourcing
- Costs and benefits of vertical integration
  - Interactions between cost factors and benefits
  - Creation of profits
- Strategic outsourcing
  - Management efficiency through cooperation
  - Success factors of strategic outsourcing

**Week 12**
- Management strategy in a new business environment, mobile-centric environment
  - Increase of IT use driven by mobile technology
  - Major accomplishments of business
- Changes in strategic approaches and management paradigm via mobile technology
  - Key changes in management environments related to the application of mobile technology
  - Key changes in management paradigm
- Strategic utilization of mobile technology
  - Change of technology structure in the establishment of information strategy
  - Acceptance and expansion of technology within an organization and management performance

**Week 13**
- Establish a global strategy
  - Necessity of global strategy
  - Key elements in establishing global strategies
- Advance into the global market
  - Key target markets and global strategies
  - Determinants of overseas market entry strategies
- Global cooperation and strategic outsourcing
  - Global partner relations and strategic alliance
: Enhancement of management efficiency through global outsourcing

- **Week 14**
  - Management innovation
  - Necessity of management innovation
  - Innovation methodology and sustainable growth
  - Restructuring and management innovation
  - Negative impacts of restructuring
  - Change management to achieve management innovation
  - Creation of sustainable competitive advantages and knowledge management
  - Understanding of knowledge management and implementation structure of knowledge management
  - Plans to create sustainable competitive advantages

- **Week 15**
  - A week of make-up classes

- **Week 16**
  - Final exam

**Textbook(s):**
Management Strategy in the Era of Global Competition / Pakyoungsa

**Class Website:** e-Class

**Course Assignments & Grading:**
- *Midterm exam* 30
- *Final exam* 40
- *Attendance* 10
- *Assignment* 20