

INTERNATIONAL INTERCOLLEGIATE PH.D. PROGRAM

NATIONAL TSING HUA UNIVERSITY

STRATEGY AND VALUE CREATION 11020IPHD601300

Instructor: Meyrav Yitzhack Halevi
(meyravyh@iss.nthu.edu.tw)

TA: TBA

Website: TBA

Term: Spring 2023

Class Time: Thursdays,
15:30-17:20

Class Location: Online

COURSE DESCRIPTION:

This is a 2-credit elective course offered by the IPHD program. The course focuses on the importance of the strategic management process and value creation for an organization. The fundamental question this course will address is the variance in organizational performance. *Why do some firms perform better than others?* In this course, you will learn about this phenomenon from a strategic point of view. At the end of the course, you are expected not only to have a thorough understanding of the strategic approach, but also to be able to think strategically about the competitive behavior of firms through value creation.

COURSE GOALS:

The following are the benefits that I hope you will take away from this course:

1. The course aims to cover what a senior-level graduate student needs to know about *crafting and executing business strategy*
2. How to develop systematic *strategic thinking*.
3. The ability *to apply* strategic management and value creation insights to real-world cases.

TEXTBOOK:

Ireland, R.D., Hoskisson, R.E., & Hitt, M. A. (2017). Strategic Management: Concepts: Competitiveness and Globalization.

ACADEMIC INTEGRITY:

All work submitted by a student or team must represent their original endeavor. This includes all assignments. When outside sources are used as references, work submitted by student(s) must identify the source and make clear the extent to which the sources have been used. All attempts at plagiarism will be subject to the University's policies on academic dishonesty.

COURSE EVALUATION:

Individual Class Participation	20%
Team Project Final Report	40%
Individual Quizzes	40%

Class participation:

Please make sure to attend every session on time and notify the TA in advance via email about any expected absence.

You are expected to read the material assigned for each class session and analyze it, and to contribute regularly to class discussions and case study presentations.

You are strongly encouraged to form study groups that regularly meet to share insights and ideas about the assigned cases. While this is voluntary, experience shows that satisfactory performance in this course, and a good grade, depend on it.

Quizzes:

I will give a total of 3-4 quizzes during the course to test your understanding of the materials previously covered in the course and the related cases/readings. These quizzes consist of multiple choice and/or True/False questions and/or Case analysis. All quizzes will count toward your final grade. No make-up opportunities are available if you are absent or late.

Team Project:

Your final project will be an analysis of real-world companies based on the different theories and models learned in this course. You will be asked to implement your knowledge in real business environments. Teams will be formed during the course. The report will be submitted in writing. As in all academic work, you are required to provide accurate citations for any ideas that are not originally yours.

The criteria your work will be evaluated on are structure, clarity, knowing and understanding the theory, observing and articulating theoretical insights from the case study, discussing significant managerial implications, lessons learned, and originality. All team members must make significant contributions to their team's effort.

Teaching Methods:

The course will be based on synchronous, asynchronous and self-directed learning sessions. Each session will require prior preparation by the students that includes readings from the course textbook, accompanying academic articles, news articles and case studies. Sessions will follow a partial flipped class format.

Syllabus subject to change.

Schedule

Preparation prior to class will include reading from your textbook and assigned relevant papers and cases. The list will be sent to you before each class.

In class deliverable- I will update you in advance with regards to in class quizzes and cases analysis.

Session	Topics
16.2 1	Course introduction and overview.
23.2 2	Strategic Management and Competitiveness- part 1 Strategic Management and Competitiveness- part 2
2.3 3	Self-Directed Learning
9.3 4	The External environment – part 1
16.3 5	The External environment – part 2
23.3 6	The Internal environment- part 1
30.3 7	The Internal environment- part 2
6.4 8	No Class
13.4 9	Self -Directed Learning
20.4 10	Business Level Strategy- part 1
27.4 11	Business Level Strategy- part 2
4.5 12	Shared Value Creation
11.5 13	Corporate level strategy- part 1
18.5 14	Corporate level strategy- part 2

25.5 15	Global Strategy
1.6 16	Cooperative implications for Strategy
8.6 17	Teams Project Meetings
15.6 18	Submit Team Projects Reports