Sungkyunkwan University (SKKU) International Summer Semester (ISS) 2026

Strategic Management

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SHORT COURSE DESCRIPTION

This course is designed to develop skills needed for analyzing a strategic problem to arrive at a strategic managerial decision about it after synthesizing all the relevant information. Specifically, one of the objectives in this course is to learn how to apply basic concepts of game theory to address strategic issues faced by businesses. Strategic managerial decisions by a manager are not static and cannot be made in isolation. Instead, a manager must account for the expected strategic actions and reactions of rival firms, subordinates, and superiors, etc., to his/her directives and proposals. Game theory is a powerful tool for examining strategic interactions among multiple players in a real business world.

In addition, this course is designed to provide tools and concepts for identifying the key drivers of superior performance of firms by focusing on strategic management issues. As a result, the second purpose of this course is to provide an opportunity for students to study and analyze both internal resources and external environmental forces of firms associated with firm performance. The course will allow students to bring together all of their learned functional skills (accounting, marketing, finance, etc.) and apply them to the study of strategic management issues faced by business firms.

Lastly, virtually every management decision being made today is influenced by international factors, and naive thinking about international politics, economics, cultures, and foreign competitors can have quick and adverse effects on a firm's bottom line. The final objective of this course is to provide relevant theoretical and practical insights on multinational enterprises (MNEs) to management students, so that the real world of international strategic management is better understood.

READING MATERIALS

Avinash K. Dixit & Barry J. Nalebuff, Thinking Strategically, 1st edition (1993), Norton.
Pankaj Ghemawat, Strategy and the Business Landscape, 4th edition (2017), Ghemawat Publishing.
Lee, I.H. (2018) Multinational Enterprises (MNEs). In A. Rahim (Eds.), Management: Theory, Research, and Practice: 3rd Edition. San Diego, CA: Cognella Academic Publishing. pp. 241-260.

Additional reading materials will be provided to students in digital before each class every week.

COURSE REQUIREMENTS AND GRADING

In-class Test (2):	200 pts.
Final Exam (1):	100 pts
Group In-class Activities (11):	220 pts.
Participation:	150 pts.
Total Points:	**670 pts.**

Test: There will be three tests for this course during the summer term. These are either closed book/note tests or take-home exams. Although the final exam will not be cumulative, the knowledge of the previous materials will be necessary. They will be comprised of multiple choice questions, case analyses, short answer questions, and/or problem-solving questions.

Group In-class Activities: There will be eleven group activities in classes throughout this summer term. These group activities will be comprised of either (1) solving a problem set with game-theoretic situations or (2) discussing a mini-case example and answering several questions attached to the case in a group. Each group is required to submit a group activity sheet with written answers to

the instructor before the end of each class. **There will be no make-up opportunities for missed group activities.** Detailed information will be discussed in the classes.

Participation: **All students are encouraged to attend classes and participate in the group in-class activities in each class.** In addition, each member of a group should submit eleven confidential peer evaluations (after each group in-class activity is finished) to the instructor on the performance and contribution of his/her team members. **Peer evaluations will be used to assess each student's contribution to each group project.**

Final Grade

90%	A
80%	B
70%	C
60%	D
Below 60%	F

* Pass (P): Grade of 60% or above
* Fail (F): Grade below 60%

COURSE SCHEDULE

This course outline is subject to change by the instructor. It is likely that there are some subjects we will explore in more depth.

– WEEK I –

Monday (29 June) **Dixit & Nalebuff, Chapter 2**
Session 1: Introduction & Organization of the Class
Session 2: Games Solvable by Backward Reasoning / Multistage Games
*** Group In-class Activity 1: Problem Set #1**

Tuesday (30 June) **Dixit & Nalebuff, Chapter 4 & 3**
Session 3: A Beautiful Equilibrium / Simultaneous-Move Games
Session 4: Prisoners' Dilemma and How to Resolve Them / Repeated Games
*** Group In-class Activity 2: Problem Set #2**

Wednesday (1 July) **Dixit & Nalebuff, Chapter 6 & 7**
Session 5: Strategic Moves
Session 6: Making Strategies Credible
*** Group In-class Activity 3: Problem Set #3**

Thursday (2 July) **Dixit & Nalebuff, Chapter 5 & 9**
Session 7: Choice and Chance / Mixed Strategies
Session 8: Cooperation and Coordination
*** Group In-class Activity 4: Problem Set #4**

– WEEK II –

Monday (6 July)
Session 9: **IN-CLASS TEST 1 (CHAPTER 2, 3, 4, 5, 6, 7, 9 & Class Materials)**

Tuesday (7 July) **Ghemawat, Chapter 2**
Session 10: Industry Analysis – The Fundamentals I
Session 11: Industry Analysis – The Fundamentals II
*** Group In-class Activity 5: Mini-case Study #1 (US Steel Industry)**

Wednesday (8 July) **Ghemawat, Chapter 5**
Session 12: Analyzing Resources and Capabilities I
Session 13: Analyzing Resources and Capabilities II
*** Group In-class Activity 6: Mini-case Study #2 (Netflix)**

Thursday (9 July) **Ghemawat, Chapter 3**
Session 14: Competitive Advantage – Cost versus Differentiation I
Session 15: Competitive Advantage – Cost versus Differentiation II
*** Group In-class Activity 7: Mini-case Study #3 (Krispy Kreme)**

– WEEK III –

Monday (13 July) **Ghemawat, Chapter 6**
Session 16: Vertical Integration versus Diversification I
Session 17: Vertical Integration versus Diversification II
*** Group In-class Activity 8: Mini-case Study #4 (Samsung Electronics)**

Tuesday (14 July)
Session 18: **IN-CLASS TEST 2 (CHAPTER 2, 3, 5, 6 & Class Materials)**

Wednesday (15 July) **Handouts & Ghemawat, Chapter 7**
Session 19: The MNEs and Internationalization
Session 20: Firm-specific Advantages (FSAs) vs. Country-specific Advantages (CSAs)
*** Group In-class Activity 9: Mini-case Study #5 (Benetton)**

Thursday (16 July)
Session 21: **Field Trip to Samsung Innovation Museum (SIM) or other Korean Firm – Tentative**

– WEEK IV –

Monday (20 July) **Handouts & Ghemawat, Chapter 7**
Session 22: Single vs. Double Diamond Models
Session 23: Regional vs. Global Location Strategies
*** Group In-class Activity 10: Mini-case Study #6 (Manchester United)**

Tuesday (21 July) **Handouts & Ghemawat, Chapter 7**
Session 24: Economic Integration vs. National Responsiveness
Session 25: Review for Final
*** Group In-class Activity 11: Mini-case Study #7 (Local Beer)**

Wednesday (22 July)
Session 26: **FINAL (CHAPTER 7, Handouts & Class Materials Covered)**