



UNIVERSITAS
INDONESIA

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— EST. 1849 —

Program Studi Magister Manajemen

ECMM 801021

STRATEGIC MANAGEMENT

Syllabus – Odd Semester 2019-2020

Dapat di-download dan kunjungi www.emperism.com dan di SceLE UI

Dr. Ir. Manerep Pasaribu





RENCANA PENUGASAN MENGAJAR

MAGISTER MANAJEMEN FEUI

SEMESTER GASAL TA. 2019 (SEPTEMBER - DESEMBER 2019)

MATA KULIAH Alternatif Pengajar	KODE MK (SKS)	JK	NAMA KELAS	NAMA DOSEN		HARI/RUANG	JAM
				PARUH PERTAMA	PARUH KEDUA		
MANAJEMEN STRATEGIK (Koordinator : Dr. Manerep Pasaribu) <ul style="list-style-type: none"> • Dr. Muhammad Nawir • Dr. Yasmine Nasution • Dr. M. Hamsal • Sisdijatmo K. Widhaningrat, MSc • Dr. Harris Turino • Dr. Syahrial Mukhtar • Dr. Evie Wibowo Iman • Dr. Sonya Mamoriska • Dr. Anton Wachidin Widjaja • Alberto Daniel, MBA • Dr. Toto Pranoto • Dr. Siti Yasmina Zubaedah • Christian Erwin Siahaan, MM • Fandis Ekyawan, MM • Dr. Herris Slmanjuntak • Dr. Manerep Pasaribu • Dr. Lily Sudhartio • Agung Nugroho • Komang • Dofa Purnomo 	ECMM 801021 (3)	1	A 182 (31)	SARI WAHYUNI sari.whyn@gmail.com 081392056799	ALBERTO DAIEL, MBA hanani.alberto@gmail.com 08121271965	SENIN Collaboration	09.00
		2	B 182 (30)	DR. ELOK SAVITRI PUSPARINI eloksavitripusparini@gmail.com 081559817310	DR. YASMIN NASUTION 0811850230 YASMINENORA@YAHOO.COM	SENIN 216	09.00
		3	F 18 (24)	DR. MANEREP PASARIBU 0811383861 manerep_kupang@yahoo.co.id	DR. DOFA PURNOMO dofa_p@pertamina.com 08129293534	SELASA 212	19.00
		4	G 18 (24)	DR. M. NAWIR 0816803563 nawir2911@gmail.com	DR. TOTO PRANOTO 081514003476 totoprano@yahoo.com	SELASA 213	19.00
		5	H 18 (24)	IRA PUSPADEWI 08161862604 irapuspadewi12@gmail.com	AGUNG NUGROHO 081285404445 agung.nugroho@live.com	KAMIS DJARUM C	19.00
		6	I 18 (23)	YAZMINA ZUBAEDAH yasminazubaedah@gmail.com 0811888331	ANTON WACHIDIN antonwachidinwidjaja@hotmail.com 0816834673	Kamis Excellence	19.00
		7	AKT 18-M (6)	FANDIS EKYAWAN 0811116722 fandis2011@gmail.com	DR. DARWIN Z. SALEH 08119694544 dzsmejikmm@gmail.com Sekre: ossy_katharina@yahoo.com	RABU Care	19.00

Dr. Ir. Manerep Pasaribu





MAGISTER MANAJEMEN (MM)

VISION/VISI

- *To nurture ethical, socially responsible & globally competitive leaders who can contribute to the advancement of business and management practices.*
- Untuk mendidik pemimpin etis, bertanggung jawab sosial & kompetitif secara global yang dapat memberikan kontribusi bagi kemajuan praktik bisnis dan manajemen.

MISSION/MISI

- *To provide an industry-linked and globally connected business and management education to future leaders.*
- Untuk memberikan pendidikan bisnis dan manajemen yang terkait dengan industri dan terhubung secara global kepada para pemimpin masa depan.





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Subject Code	ECMM 801021
Subject Title	Strategic Management
Credit Value	3 Credits
Year/Semester	2019-2020 /Odd
Day/Hour	
Subject Type	Compulsory
Pre-requisite/ Co-requisite/ Exclusion	

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Role and Purposes

Role:

This particular course in strategic management study is specifically combined with the perspective of strategic or business model innovation. Mastery of the principles of Strategic Management is necessary for executives acting as company leaders who run a company to do better than its competitors. This course explores various kinds of thinking frameworks and techniques of analysis in the practice and process of strategic making and implementation in order to determine the objectives of the business, to identify the impacts of external environment, to develop internal resources, to select competitive strategies in the market place. Strategic Management is characterized as integrated, combining the functions of management (marketing, finance, operations, technology, human resources, etc.) to make a move in sustaining a competitive advantage in the market, and to maintain the balance among the company's various interests.

Purposes:

1. To equip participants with the strategic thinking frameworks, along with the principles and best practices that may increase the managerial capabilities to run and develop the company.
2. To train participants to contribute creatively in the workplace to benefit a company's competitiveness by identifying and mapping the development of resources and capabilities, and excellent competitive positions in the context of turbulent environments.



Subject Learning Outcomes

Program Objectives:

MM FEB-UI graduates should:

1. Demonstrate integrity, ethical behavior, and respect for diversity.
2. Demonstrate concerns about society.
3. Demonstrate effective leadership qualities.
4. Have effective communication skills within a global setting.
5. Be able to conduct applied business research.
6. Exhibit an entrepreneurial spirit.
7. Demonstrate creativity and innovative thinking.
8. Be able to formulate business models using contemporary approaches.

Learning Goals (LG) & Learning Objectives (LO):

1. **LG 1: ETHICS AND SOCIAL RESPONSIBILITY** – Students have an awareness of ethics and social responsibility.
LO: Students are sensitive to ethical and social issues in management decisions; for instance, to distinguish between ethical and unethical behavior.
2. **LG 3: ORAL COMMUNICATION SKILLS** – Students are able to demonstrate oral communication skills.
LO: Students are able to present their business ideas properly; for example, to introduce their presentations in clear and interesting ways, to deliver content with a logical structure, to organize their ideas in a presentation, to use presentation techniques (body language, facial expression, appropriate voice and tone) appropriately, to develop and use of visual aids or technology, and to apply appropriate techniques to engage with the audience.



Learning Goals (LG) & Learning Objectives (LO):

3. LG 4: WRITTEN COMMUNICATION SKILLS – Students are able to demonstrate written communication skills.

LO: Students are able to convey an idea briefly, clearly, and persuasively through written communication. For instance, developing ideas logically in paragraphs and connect them with effective transitions, using appropriate language, correct spelling, and grammar, and providing supporting ideas/reasoning/details relevant to the ideas.

4. LG 5: CRITICAL THINKING – Students are able to demonstrate that they are critical thinkers.

LO: Students are able to argue and draw conclusions on an issue based on supportive evidence in business cases; for example, delivering key ideas or points, comparing, analyzing and evaluating alternative choices, justifying an argument or solution with supporting evidence/ relevant references , and drawing conclusions .

ONLY LG 5 WILL BE ASSESSED FOR AACSB PURPOSES.

5. LG 6: DESIGN THINKING – Students are able to demonstrate that they are design thinkers.

LO: Students are able to identify problems, create alternative solutions, create prototypes of the solutions and implement those solutions.

**Subject
Learning
Outcomes**



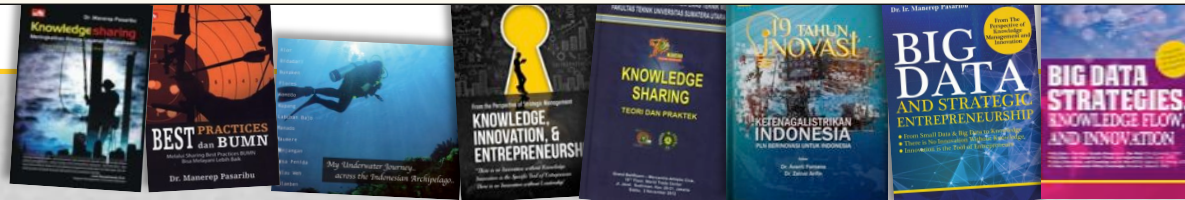
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Subject Synopsis/ Indicative Syllabus	Week	Topic	Sub-Topics	Reading Materials
	1	Introduction to Strategic Management	a. What is Strategy? b. Transient Advantage	1. Rothaermel (2019): Ch. 1 2. McGrath (2013)
	2	Strategic Leadership	a. Strategizing for Competitiveness b. Leadership Agility Case Analysis: Starbucks AACSB Traits: • LG 6: Students will be able to apply Design Thinking to identify problems and to create alternative solutions (TLA only)	1. Rothaermel (2019): Ch. 2 2. Horney et al. (2010) Rothaermel (2019): Case #8
	3	External Environment Analysis	a. Macro-Environment Analysis b. Industry Predictability Case Analysis: Apple	1. Rothaermel (2019): Ch. 3 2. Reeves et al. (2006) Rothaermel (2019): Case #5
	4	Internal Environment Analysis	a. Resources, Capabilities, Competencies b. Distinctive Capabilities Case Analysis: Nike AACSB Traits: LG 3: Students will be able to apply Oral Communication Skills to develop ideas logically in paragraphs and connect them with effective transition, to use appropriate language, correct spelling, and grammar, and to provide supporting ideas/reasoning/details relevant to the ideas (TLA Only)	1. Rothaermel (2019): Ch. 4 2. Leinwand & Mainardi (2016) Rothaermel (2019): Case #6



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Subject Synopsis/ Indicative Syllabus	Week	Topic	Sub-Topics	Reading Materials
	5	Competitive Advantage & Business Model	a. Competitive Advantage & Firm Performance b. Transformative Business Model Case Analysis: Google vs. Microsoft AACSB Traits: LG 4: Written Communication Skill (Traits: T1, T2) <i>TLA only</i> <ul style="list-style-type: none"> • T1: Able to develop ideas logically in paragraphs and connect them with effective transition. • T2: Able to use appropriate language, correct spelling, and grammar. • T3: Able to provide supporting ideas/reasoning/details relevant to the ideas 	1. Rothaermel (2019): Ch. 5 2. Kavadias et al. (2016) Rothaermel (2019): Case #10
	6	Business Strategy	a. Generic Strategies b. Digital Strategy Case Analysis: Samsung	1. Rothaermel (2019): Ch. 5 2. Dawson et al. (2016) Rothaermel (2019): Case #17
	7	Strategic Agility	a. Agility & Performance b. Embracing Agility Case Analysis: LEGO AACSB Traits: LG 4: Students will be able to apply Written Communication Skills to develop ideas logically in paragraphs and connect them with effective transitions, and to use appropriate language, correct spelling, and grammar. (TLA Only)	1. Williams et al. (2013) 2. Rigby et al. (2016) Rothaermel (2019): Case #12
	Mid Term Examination AACSB Traits: LG 5: Students will be able to apply critical thinking to summarize the key ideas and to compare, analyze, and evaluate alternative solutions.			



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Subject Synopsis/ Indicative Syllabus	Week	Topic	Sub-Topics	Reading Materials
	8	Strategic Innovation	a. Disruptive Innovation b. Disrupting Beliefs	1. Rothaermel (2019): Ch. 7 2. De Jong & van Di j k (2015)
	9	Corporate Strategy	a. Business Diversification b. Parenting Advantage Case Analysis: Disney AACSB Traits: LG 6: Student will be able to apply design thinking to create prototypes of the solutions and to test the solutions. (TLA Only)	1. Rothaermel (2019): Ch. 8 2. Kruehler et al. (2012) Rothaermel (2019): Case #15
	10	Growth Strategy	a. Strategic Alliance b. Mergers & Acquisitions Case Analysis: Amazon	1. Rothaermel (2019): Ch. 9 2. Capron & Mitchell (2010) Rothaermel (2019): Case #11
	11	International Strategy	a. Entering Global Markets b. Born Global Firm Case Analysis: Hollywood Goes Global AACSB Traits: LG 3: Students will be able to apply Oral Communication Skills to organize their ideas in a presentation and use presentation techniques (body language, facial expression, appropriate voice and tone) appropriately, and to develop and use visual aids or technology. (TLA only)	1. Rothaermel (2019): Ch. 10 2. Gabrielson & Kirpalani (2004) Rothaermel (2019): Case #16





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Subject Synopsis/ Indicative Syllabus	Week	Topic	Sub-Topics	Reading Materials
	12.	Organization Design	a. Structure, Culture & Control b. Strategy Execution Principles	1. Rothaermel (2019): Ch. 11 2. de Souza et al. (2017)
	13.	Corporate Sustainability	a. Ethics, Governance & Social Responsibility b. Sustainability Management Case Analysis: UBS AACSB Traits: LG 1: Students will be able to apply Ethics & Social Responsibility to distinguish between ethical and unethical behavior. (TLA Only).	1. Rothaermel (2019): Ch. 12 2. Buxel et al. (2015) Rothaermel (2019): Case #22
	14.	Strategic Responses in the Sharing Economy Era	a. The End of Bureaucracy b. Dealing with Frontier Markets Case Analysis: Alibaba	1. Hamel & Zanini (2018) 2. Christensen et al. (2019) Rothaermel (2019): Case #20
	Final Examination AACSB Traits: LG 5: Students will be able to apply critical thinking to justify an argument or solution with supporting evidence/ relevant references and to draw conclusions.			





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Assessment Method in Alignment with Intended Learning Outcomes

Description	1 st Half (Weight)	Description	2 nd Half (Weights)
Participation/Discussion (PCL)	10.0%	Participation/Discussion (PCL)	10,0%
Reading Summary/Quiz	10,0%	Reading Summary/Quiz	10,0%
Group Presentation	10.0%	Group Presentation	10.0%
Mid-term Exam	20.0%	Final Examination	20.0%
Total	50.0%	Total	50.0%

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**Assessment
Method in
Alignment
with Intended
Learning
Outcomes**

Description	Percentage of Evaluation (%)	Mid Term Examination (LG 5)	Final Examination (LG 5)
Participation/Discussion/Quiz FirstHalf	10%	LG 5: Students will be able to apply critical thinking to summarize the key ideas and to compare, analyze, and evaluate alternatives solutions.	
Reading Summary/Quiz	10%		
Group Presentation–First Half	10%		
Mid-Term Exam	20%	50%	
Participation/Discussion/Quiz Second Half	10%		LG 5: Students will be able to apply critical thinking to justify an argument or solution with supporting evidence/relevant references and to draw conclusions.
Reading Summary/Quiz	10%		
Group Presentation–Second Half	10%		
Final Examination	20%		50%
Total (Score)	100 %	50%	50%

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Details of learning method

No. 1. Group Presentation

After the first and eighth sessions, a group of students will deliver a presentation covering the session's topic (topic and subtopics) and the reading materials, including a case analysis for each session. Each Presenting Group should present the case analysis as part of the presentation. Presentations will cover all topics, subtopics, and the assigned reading for the session, as well as the session's case analysis. This presentation should not be more than 25 slides

No. 2 Reading Material Summary (for students not presenting)

- Each student has to write a reading material summary, which synthesizes (combines) the chapter, the article, and the case analysis in each session. The case analysis is essential part of the summary.
- Each student should use the textbook reading and the article to inform the case analysis
- The summary should not exceed 3 pages, not including visuals (tables, graphics, etc.)
- The writing should be a formal essay, not a power point presentation.
- The summary should be written in Indonesian or English.

No. 3 Mid Term Examination

Covering only the sessions in the first half of the semester.

AACSB Traits:

The contents of the mid term exam is based on learning goal 5, which is applying critical thinking to summarize key ideas and to compare, analyze and evaluate alternative choices.

No. 4 Final Examination

Covering the sessions in the second half of the semester.

AACSB Traits:

The content of the final examination is based on learning goal 5, which is applying critical thinking to justify an argument or solution with supporting evidence/relevant references in order to draw conclusions.

No. 5 Students' Final Score

Students' final scores are the average of both halves of the semester. These scores are also the score of the AACSB implementation process.





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Student Study Effort Expected

Class Contacts:

Lectures

35 hours

Presentation & Discussion (Q&A)

6 hours

Other Student Study Effort:

Preparation for reading/assignment/quiz

40 hours



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Reading List & References

Main Textbook

Rothaermel, F. T. (2019). *Strategic Management*. 4th Edition. New York: McGraw-Hill Education.

Note:

This course depends on textbook as class material guidance and reference. Therefore, each student must have the main textbook. Fail to fulfill this, students are not allowed to attend the class.

Reading List & References

1. Buxel, H.; Esenduran, G. & Griffin, S. (2015). "Strategic Sustainability: Creating Business Value with Life Cycle Analysis". *Business Horizons*. 58.
2. Capron, L. & Mitchell (2010). "Finding the Right Path". *Harvard Business Review*. July-August.
3. Dawson, A.; Hirt, M. & Scanlan, J. (2016). "The Economic Essentials of Digital Strategy". *McKinsey Quarterly*. March.
4. de Jong, M. & van Dijk, M. (2015). "Disrupting Beliefs: A New Approach to Business Model Innovation". *McKinsey Quarterly*. July.
5. de Souza, I.; Kauffeld, R. & van Oss, D. (2017). "10 Principles of Strategy through Execution". *Strategy+Business*. 86. Spring.
6. Gabrielson, M. & Kirpalani, V. H. M. (2004). "Born Globals: How to Reach New Business Space Rapidly". *International Business Review*. 13.
7. Hamel, G. & Zanini, M. (2018). "The End of Bureaucracy". *Harvard Business Review*. November-December.
8. Horney, N.; Pasmore, B. & O'Shea, T. (2010). "Leadership Agility: A Business Imperative for a VUCA World". *People & Strategy*. 33(4).
9. Kavadias, S.; Ladas, K. & Loch, C. (2016). "The Transformative Business Model". *Harvard Business Review*. October.
10. Kruehler, M.; Pidun, U. & Rubner, H. (2012). "How to Assess the Corporate Parenting Strategy? A Conceptual Answer." *Journal of Business Strategy*. 33(4).
11. Leinwand, P. & Mainardi, C. (2016). "Creating a Strategy That Works". *Strategy+Business*. 82. Spring.
12. McGrath, R. G. (2013). "Transient Advantage". *Harvard Business Review*. June.
13. Reeves, M.; Love, C. & Tillmanns, P. (2012). "Your Strategy Needs a Strategy". *Harvard Business Review*. September.
14. Rigby, D. K.; Sutherland, J. & Takeuchi, H. (2016). "Embracing Agile". *Harvard Business Review*. May.
15. Williams, T.; Worley, C. G. & Lawler III. E. E. (2013). "The Agility Factor". *Strategy+Business*. April 15.
16. Pasaribu, M. (2016). "Knowledge, Innovation and Entrepreneurship". Gramedia (KPG). Jakarta.
17. Pasaribu, M. (2017). "Big Data and Strategic Entrepreneurship". Sonvaldy Media Nusantara. Jakarta.
18. Pasaribu, M. (2019). "Big Data Strategies, Knowledge Flow, and Innovation". Sonvaldy Media Nusantara. Jakarta.





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Plagiarsm

Plagiarism is defined as inserting words/sentences/ideas belonging to other author/s in part or in whole without referring to the sources. Students must indicate the source of any words/sentences from other author/s in his/her writing.

Plagiarism also refers to the copying in part or in whole other student's assignment, or copying from books, journals, web, magazines, news papers, etc.

Plagiarism includes also the act of auto-plagiarism defined as the use of one's own words/ sentences/ideas taken from other assignment/paper that have been submitted for grading in other or the same course without any reference to its/their source(s).

In accordance to the disciplinary rules and code of ethics for students as indicated on the Guidebook of FEB-UI, students are prohibited to conduct plagiarism, and will be sanctioned/ punished accordingly.

The sanctions/ punishment are as follows:

- First time offense, the minimum sanction is a Zero (0) grade for the assignment or maximum an F.
- Second time offense, the grade for the course will be an F.
- Third time offense, the student will be expelled from Department of Management, FEB-UI.





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Statement of Authorship

It is mandatory that a *Statement of Authorship* must be included and posted on the front page of the assigned paper.

Statement of Authorship

I/We.....the undersigned declare to the best of my/our ability that the paper/assignment here with is an authentic writing carried out by myself/ourselves. No other authors or work of other authors have been used without any reference to its sources.

This paper/assignment has never been presented or used as paper' assignment for other courses except if I/ we clearly stated otherwise.

I/We fully understand that this assignment can be reproduced and/or communicated for the purpose of detecting plagiarism.

Name :

Student's ID Number :

Signature :

Course :

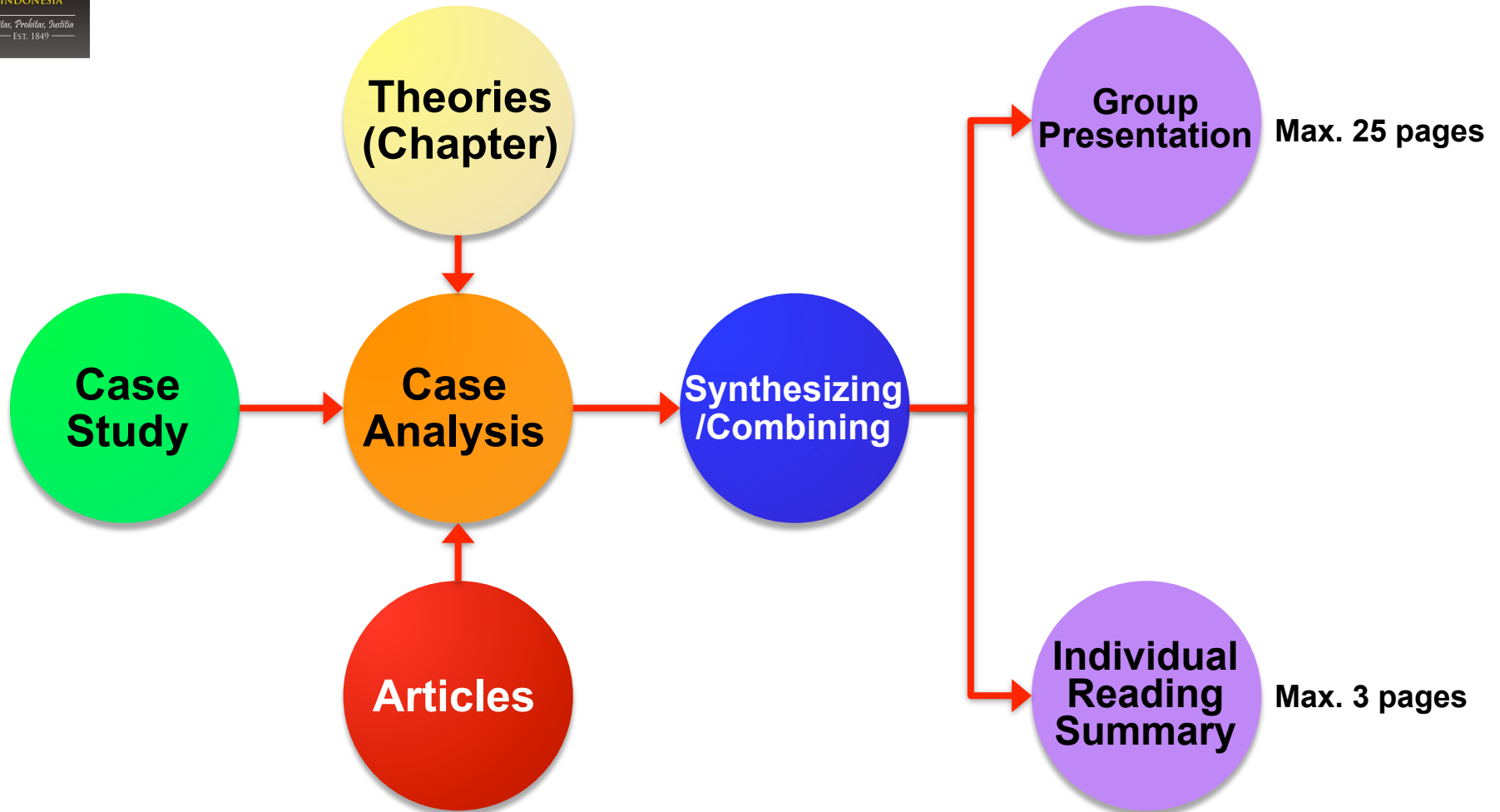
Paper/Assignment Title :

Date :

Lecturer :

(signed by all and every single student if its a group assignment)





TERIMA KASIH

