



성장경제에서의 경영전략

(From Imitation to Innovation: Business Strategy in Emerging Economies

SNU BBA, Undergraduate (학부)

6/28 – 7/30, 2021: Mon, Wed, Fri 9:00 – 12:00 am

(Class meets online throughout the whole semester)

Virtual classroom: <https://snu-ac-kr.zoom.us/j/3659197052>

Professor: Sun Hyun Park, 박선현 (sunpark@snu.ac.kr)

Course TA: TBD

Office: SK 311 (Tel: 880-5832)

Office Hours: By Appointment

Overview

Why do some firms perform better than others? The many possible answers to this important question are the focus of this class - business strategy. This course covers the fundamentals of business strategy by examining i) industry structure to identify competitive opportunities, ii) firm resources and capabilities to formulate business-level strategies, iii) corporate-level strategies to decide where and how to grow the corporation, iv) change in a firm's technological and competitive environment, and v) strategic innovation to survive and thrive the environmental change. A special emphasis is placed on understanding business strategy in emerging economies, characterized as the “catch-up” economy. Utilizing Korean business cases, we will explore how successful firms in emerging economy switch their strategies from imitation to innovation efforts.

To capture the complex and pragmatic nature of business problems and strategic solutions to them, this course is taught through the case method. We will supplement the case discussions with reading, lectures, and conceptual discussions. A key objective is for you to develop your own personal synthesis and approach for identifying and solving the problems facing an organization. By the end of the course, you will be able to analyze:

- Industry structure to identify competitive opportunities and threats
- Firm resources and capabilities to formulate business level strategies
- Corporate strategy as a decision to where and how to grow the corporation
- Technological, institutional shifts in firms' competitive environment
- Strategic innovation against environmental change

Course Materials

- **Case Package: The case package is required for the course.** Details of the case packet is to be announced.
- **SNU Business School Intranet Course Community (<http://biz.snu.ac.kr/intranet>):** The course community will be utilized as the primary method of course communication. Students will find additional course materials posted, including syllabus updates, overview of each session including course preparation, and copies of supplemental reading.

Grading Policies:

Your course grade is based on both the individual and the group portion of evaluation. The class follows all the grading guidelines of SNU.

Evaluation Components	% of Grade
Class attendance and participation	34%
Case analysis team presentation	33%
Back Bay Battery computer simulation	33%
TOTAL	100%

Class Attendance and Participation (Individual)

Since the course is designed to help you develop a personal synthesis and perspective, rather than simply survey analytical models, class attendance and participation is mandatory. Your grade for class participation will be based on the quality (not quantity) of your contributions. **You will not be given a passing grade if you miss more than three out of the fifteen sessions.** Class absence and late arrival will lead to deduction of your attendance score.

Learning team

Class will form a group of learning team where about 6 students collaborate throughout the semester for the class. Learning team will collaborate on sub-group discussions in class and two group projects.

Case analysis team presentation: Learning team will choose one of the four assigned cases for the case analysis, present the results to the class, and lead the class discussion.

- * Paris Baguette: The Expansion Question
- * Family Leadership Challenges: Disrupting the Momentum at Samsung
- * SK Group: Social Progress Credits
- * Big Hit Entertainment and BTS: K-Pop Reaches for a Global Breakthrough

Computer Simulation: There is a computer simulation on the subject of “disruptive innovation and strategic response”. The details of the simulation will be discussed in class. The team will be evaluated for the best score of the simulation result and a brief team presentation explaining the team’s strategy. To prevent free riding, a peer evaluation form is offered at the Appendix B, which is optional.

2021 Summer "Business Strategy in Emerging Economies" Course Calendar

Professor Sun Hyun Park (sunpark@snu.ac.kr)

#	Date	Topic	Required Cases / Supplementary Readings
1	6/28	Introduction (Business Strategy in Emerging Economies)	
<i>Differentiation and Growth</i>			
2	6/30	Resource Based View of the firm	Resources, Capabilities, and Activities - <i>Looking Inside the Firm for Competitive Advantage</i>
4	7/2	Business Strategy	Differentiation - <i>What is strategy?</i>
5	7/5	Case Analysis 1	* Paris Baguette: The Expansion Question
<i>Business Group</i>			
6	7/7	Corporate strategy	Walt Disney's 100 years of diversification - <i>From Competitive Advantages to Corporate Strategy</i>
6	7/9	Business Group	Filling up the institutional void? - <i>Business Strategy in Emerging Economies</i>
7	7/12	Case Analysis 2	* Family Leadership Challenges: Disrupting the Momentum at Samsung
<i>Innovations along Technological Dimensions</i>			
8	7/14	Disruptive innovation	Kodak and the digital revolution - <i>What is disruptive innovation?</i>
9	7/16	Enlarging competitive horizons	Amazon Buys Whole Foods - <i>Pipelines, Platforms and the New Rules of Strategy</i>
11	7/19	Case Analysis 3	* Back Bay Battery computer simulation set up
<i>Innovations along Institutional Dimensions</i>			
12	7/21	Social innovations in the marketplace	Patagonia - <i>From spare change to real change – the social sector as beta site for business innovation</i>
10	7/23	Case Analysis 4	* SK Group: Social Progress Credits
<i>Innovations along Cultural Dimensions</i>			
13	7/26	Cultural bricolage	Yo-Yo Ma and Silkroad - <i>Markets from Culture</i>
14	7/28	Case Analysis 5	* Big Hit Entertainment and BTS: K-Pop Reaches for a Global Breakthrough
15	7/30	Debriefing and class wrap-up	BBB Debriefing and Team presentations

* HBS cases in the course pack

APPENDIX: PEER EVALUATION

Please allocate 100 points (total) across all the members of your team except yourself to reflect your assessment of their individual contributions to the team effort. I will treat your assessments as confidential.

Your name: _____

Team-member name (exclude yourself): Contribution:

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

Total: 100

In the space below, provide some summary comments for your team members:

Greatest Strength

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

Areas for Improvement:

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____