



MGMT-S-0031: Management and Business Strategy

EMBA Module 1/2026-2027

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Office hours: By Appointment

Course Objectives

The objective of this course is to develop the capacity of students to think strategically about business and deal with various strategic decisions in a range of organizational settings from start-up enterprises to multi-national conglomerates.

This course provides a strong foundation in the basic skills and tools required to engage with the strategic context of leading and running a business.

Upon successful completion of this course, students will:

1. Be able to think strategically about a company, its present business position, its long term direction, the resources available to it, its competitive capabilities, the strength and caliber of its present strategy within its current context, and it's potential for sustainable profitability.
2. Have the ability to conduct a strategic analysis in a variety of industries and competitive situations, especially within a global market environment.
3. Have experience in crafting business strategy, considering and judging various strategic options, and using a range of tools to make sound strategic decisions.
4. Be familiar with the tasks and skills required implementing execute a company strategies, and understand what is required to competently execute their role as a strategic and tactical player within their own organization.
5. Have developed their ability to make more effective managerial judgement, assess business risk, and create impactful business plans.

Contribution to Sasin Learning Goals

This course helps students develop core analytical and entrepreneurial skills in strategic thinking and execution required to build competitive and sustainable businesses in an ethical and responsible manner.

Required Textbook

Thompson, Arthur A., Peteraf, Margaret A., Gamble John E., and Strickland, A.J., *Crafting and Executing Strategy: The Quest for Competitive Advantage, Concepts and Cases*, McGraw International Edition, 24th Ed., 2024.

Additional Readings

The following are recommended readings to supplement the required text:

- Helmer, Hamilton, *The 7 Powers of Business Strategy* (2017)
- *Small is Beautiful: A Study of Economics As If People Mattered*, HarperCollins (1973)
- *On Strategy*, Harvard Business Review '10 Must Reads' (2011).
- Porter, Michael E., Kramer, Mark R., "Strategy and Society: The Link Between Competitive Advantage and Corporate Social Responsibility", Harvard Business Review, December 2006, pp. 78-92.
- Prahalad, C.K., Hammond, Allen, "Serving the World's Poor, Profitably", Harvard Business Review, September 2002, pp. 48-57.

Assessment

Class attendance and contribution is required because class discussion and analysis is a core learning methodology, and in-class group activities will be set as part of the overall evaluation.

Approximate weighting:

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|-------------------------------------|-----|
| • Pre-work submission | 5% |
| • Class Participation | 10% |
| • Class Quizzes | 5% |
| • Individual Assignment | 30% |
| • Final Group Assignment Submission | 20% |
| • Personal Learning Reflection | 10% |
| • Class Tests (20 June, 27 June) | 20% |

Students will be required to work independently and collaboratively, and engage with case studies, presentations, and other activities both in class and outside to develop the required capabilities of strategic business perspectives.

Pre-work: This pre-work submission counts for 5% of your total grade

Due Date: 9 June 2026: submission to Student Experience

Submit an A6 index card (105mm x 145mm) that contains:

Front:

1. a recent photo of yourself (positioned at the top left corner: 40mm x 55mm).
2. Your full name
3. Nickname or Preferred Name (if different from above)
4. The name of your company (which you will be using as the basis of your individual assignment)
5. The industry your company is in
6. A brief description of the company's product or service

Reverse:

7. The company's primary competitive advantage as you currently understand it
8. One strategic challenge the company is currently facing
9. One question you hope to answer about your company during this strategy course

(Arial or Helvetica 12pt text only)

Note: The company you select must be one that you are either an owner (including family businesses), shareholder or employee of currently or within the last 2 years.

Academic Misconduct

Any academic misconduct will automatically result in a failing grade for the course. Additional penalties ranging from suspension to removal from Sasin may also be imposed if deemed appropriate. Academic misconduct includes, but is not limited to, Plagiarism, Cheating, Fabrication, Aiding and Abetting Academic Misconduct, and Falsification of Records and Official Documents (for definitions of these terms, see the Student Handbook on the Sasin Intranet).

Please note that all Sasin students have agreed to comply with the Sasin Honor Code.

Policy on the Use of Generative AI

Our objective is to foster responsible and ethical use of AI tools while maintaining academic integrity.

Sasin encourages the use of generative AI tools (e.g. ChatGPT, Claude, Gemini, etc.) for academic purposes, provided students follow these guidelines and any additional requirements set by specific courses or instructors.

The instructor reserves the right to determine whether generative AI is permitted in any assessments.

When generative AI is permitted, students must include a brief note at the end of their work that clearly summarizes how generative AI has been used. It is also the instructor's responsibility to design assessments that enable the identification of whether students have acquired the necessary knowledge from the course.

Students must also exercise caution and responsibility when using generative AI. It is critical to maintain full control over the final output and to avoid merely copying and pasting AI-generated content without a full understanding of it. Students are accountable for any inaccuracies, biases, offensive content, or ethical issues present in the submitted work—regardless of whether those issues originated from the AI tool.

By adhering to these guidelines, students contribute to the responsible and ethical integration of generative AI into academic work, balancing the benefits of advanced technologies with the core principles of academic honesty and integrity.

When generative work is not allowed, assessments will be conducted through paper-based and/or real-time oral formats.

Academic Policies

Attendance

All students are expected to attend **all** sessions of courses for which they are registered.

Sasin's minimum attendance rule aligns with Chulalongkorn University's policy: students must maintain at **least 80% attendance** to complete a course.

Please indicate the Zoom attendance policy based on the nature of your course:

A. Zoom links allowed only for serious health reasons (medical certificate required)

If the Zoom attendance is allowed, you must request a Zoom link from Sasin Student Experience (studentexperience@sasin.edu) at least one hour before the class in order to maintain your class attendance. Your webcam must remain on throughout the session. Students without a working webcam must attend in person. Failure to attend, whether via approved Zoom access or in person, will be considered a **missed class and subject to the appropriate consequences**.

If you determine that you won't be able to maintain the 80% attendance requirement for any course, do not register for that course. Under exceptional/unavoidable circumstances, you should consult the instructor via Sasin Student Experience in advance.

Punctuality

It is important that all classes start on time. We ask **that you allow sufficient travel time to arrive before classes begin, rather than coming just on time**.

Sasin reserves the right to:

- prohibit a student from participating in class if they arrive more than 15 minutes late without advance approval from the instructor;
- not count a student's attendance for that class if they are more than 15 minutes late without advance approval from the instructor;
- not allow a student to take the exam if attendance for that course is below 80% of the total class contact hours.

We encourage productive learning at Sasin for the benefit of all stakeholders involved and appreciate your cooperation.

Remote Classes

At Sasin, whether a class is delivered in person or remotely, attendance is required.

Remote Class Participation Protocols (if remote participation is permitted)

1. Remote attendance must be in real-time. The normal Chulalongkorn University requirement for 80% attendance will apply (i.e., to complete a course you must attend at least 80% of the classes in person, when allowed, or remotely, when allowed).
2. You must email Sasin Student Experience with supporting evidence at least one hour before class if missing class is unavoidable. For emergencies, email the instructor immediately. The instructor determines any required make-up work (does not substitute for attendance).
3. **To qualify for remote attendance, your webcam must be turned on throughout the class. If you do not have a working webcam, you must attend class in person.**
4. You must be ready to answer questions during the class. If you do not respond in a timely fashion to questions directed at you in class, you will not be counted as attending.

Hybrid Classes

These are classes including remote and in-person participants.

1. Even if you are attending in-person, in the classroom, log into Zoom.
2. Mute your microphone unless you want to ask a question. Make-up Exams
3. Use the “raise hand” icon button in Zoom when you need to ask a question during class

Make-up Exams

A make-up exam is not a right; it is a privilege enjoyed only for genuine reasons. If you need a make-up exam, you **MUST** ask the faculty member teaching the course and give reasons and documentation **WELL IN ADVANCE OF THE EXAM**.

Students should check their exam dates at the start of the course and reserve the exam time on their calendars. If the faculty member allows a make-up exam, they may request detailed reasons for the make-up and supporting documentation.

If you do not attend the exam without prior permission, except in a well-documented emergency, you will receive an F for the exam.

Retake Policy

The Deputy Director of Learning Solutions must first approve any retake requests. In the rare event that an instructor allows a student to retake an assessment item, the retake score will be capped at the lowest score obtained by a non-retake student.

Sasin Academic Accommodations Statement:

Sasin School of Management strives to create an accessible and inclusive learning environment. If you anticipate or experience barriers based on disability, chronic condition, mental health, neurodiversity, or other factors, please discuss your needs with the Student Experience Team. It is your responsibility to contact Student Experience to request accommodations. The Student Experience team will work with you confidentially to explore possible solutions. All accommodations require approval from Student Experience and are subject to resource availability and any required documentation. The team can advise on options and provide reasonable accommodations and support services to foster your academic success.

Sasin Inclusive Learning Statement:

Sasin School of Management aims to foster an inclusive, safe classroom environment for all students, regardless of individual differences in identity and experience. Course content and discussions are intended to elicit thoughtful self-reflection, which may be uncomfortable. However, the classroom environment should not create serious psychological or safety concerns. Please contact the Student Experience Team if you have concerns related to course content, presentation, peer interactions or need a matter addressed for any reason, so that reasonable options may be explored.

Sasin Productive Learning Statement:

Students are expected to conduct themselves professionally as outlined in Sasin's Honor Code and other applicable conduct policies. Any disruptive classroom behavior that interferes with teaching and learning will be addressed. Support services are available to assist students in managing issues impacting their classroom conduct. Please notify the Student Experience Team if you need assistance.

Class Schedule

Lecture 1: Introduction to Strategy

Date: 12 June 2026: 18.00 – 21.30 hrs.

A framework for strategy
The importance of thinking strategically and systemically
What makes a great strategy
The Process of Strategy Formulation
Purpose and Strategic Intent
The Vision and Mission of an organisation

Lecture 2: Strategic Diagnosis 1: External and Industry Analysis

Date: 13 June 2026: 13:30 – 17:00 hrs.

Identifying and Selecting Business Models
Global Environment Analysis (Factors and Actors): The PESTEL Method
Looking into the Future by understanding the Present: The Futures Wheel

Lecture 3: Strategic Diagnosis 2: Industry and Internal

Date: 20 June 2026: 09:00 – 12:30 hrs.

Class Test 1 of 2

Industry Structure and Competitor Analysis: Five Forces Model
Key Success Factors and Industry Attractiveness
Internal Analysis: Tools of company analysis: SWOT
Resources, Competencies and Competitive Advantage

Lecture 4: Strategic Choices – the 5 Generic Strategies and Value Innovation

Date: 26 June 2026: 18:00 – 21:30 hrs.

Guest Speaker: Khun Vichate Tantiwanit (Chairman of the Board of Thai Air Asia)
Cost Leadership versus Differentiation: The 5 Generic Strategies
Blue Ocean Strategy and Value Innovation
Vertical Integration vs. Outsourcing

Lecture 5: Strategic Power and Competitive Positioning

Date: 27 June 2026: 13:30 – 17:00 hrs.

Class Test 2 of 2

Strategic Power as the cornerstone of sustainable advantage
Criteria for evaluating potential power development
Developing and Maintaining Strategic Barriers
Internationalization and Diversification

Lecture 6: Ethics, Sustainability and Strategy Execution

Date: 4 July 2026: 09:00 – 12:30 hrs.

Ethics in Business
Corporate Social Responsibility
Beyond CSR to Sustainability
Building an Organization Capable of Good Strategy Execution
Managing Internal Operations

Lecture 7: Evaluation

Final Group Presentations

Date: 10 July 2026: 18:00 – 21:00 hrs.