



Shanghai Jiao Tong University

BU460 Strategic Management

Instructor:	Meredith E. David, Ph.D.	Email:	meredithdavid3@gmail.com
Home Institution:	Baylor University	Office:	TBD
Office Hours:	TBD		
Term:	28 May – 28 June, 2018	Credits:	4 unites
Classroom:	TBD	Teaching Assistant(s):	TBD
Class Hours:	Monday through Thursday. 8.30 -10.30 am		
Discussion Session:	2 hours each week, conducted by teaching assistant(s)		
Total Contact Hours:	66 contact hours (1 contact hour = 45 mins, 3000 mins in total)		
Required Texts (w/ ISBN):	<i>Concepts of Strategic Management: A Competitive Advantage Approach, 16th Edition</i> , by David & David (Pearson, 2017), SBN 978-0-13-416784-8, ISBN 0-13-416784-8		
Prerequisite:	N/A		



Course Overview

Strategic management focuses on how firms formulate, implement, and evaluate strategies. This course seeks to integrate the concepts, techniques, and knowledge of all areas of business administration. Its focus is strategic management which is studied in theory and then rigorously applied. This course fills the need for an integrative experience in business programs that requires multi-disciplinary knowledge and skills including management, marketing, finance, accounting, economics, MIS, and ethical elements. Special topics in this course include application of organizational structure, projected financial statements, advertising, vision and mission statements, BCG and SWOT matrices, etc.

Course Goals

To provide students with the concepts and techniques used by organizations in doing strategic planning. To make sure students have excellent skills related to business ethics, international management, creativity, and applying analytical tools.

To provide students the opportunity to apply functional business tools and techniques, in conjunction with the strategic planning concepts, to a variety of organizational settings.

To provide students with the opportunity to present cases in front of the class, field questions appropriately, and practice oral and written communication skills.

Grading Policy

1) Exams

There will be 3 exams. Exam 1 will cover chapters 1-4. Exam 2 will cover chapters 5-8. The final exam will cover all chapters.

2) Case Component Analysis Pres

You will apply what you're learning with a strategic planning case analysis of a real-world company, Hershey. Specifically, there are 7 case component analysis presentations throughout the semester. Each person will be responsible for completing one or two of the case analysis component presentations, in which they take the key component being discussed (and assigned by me) and complete a strategic analysis including recommendations for the company related to that particular strategic planning component. Case study and analysis is a very effective method for simulating actual management activity for students as they practice diagnosing strategic issues, evaluating alternative solutions, and recommending workable action plans. Your oral case component presentation will be graded on two parts, Content and Delivery.

Content includes whether your presentation was accurate, complete, specific, detailed, and error free. Were appropriate analytical tools included? Were they correct? Were your recommendations specific? Did you show clearly how your recommendations could be



implemented? You need to be specific and tell exactly when, how, where, and why your recommendations are appropriate!

Delivery includes whether your case presentation was interesting, lively, special, upbeat, and clear. Did you use state-of-the-art presentation technology? Were your visual aids readable from the back of the class? Did you use color to highlight points? Were your voice tone, eye contact, posture, and appearance good? Were transparencies, handouts, slides, the blackboard, or flip charts used to make your oral presentation as interesting and informative as possible?

3) Personal Strategic Plan

You will apply what you're learning with a course project where you create a strategic plan for yourself, personally. You will present your personal strategic plan to the course during the last week of class. Your oral strategic plan presentation will be graded on two parts, Content and Delivery (similar to the individual case component presentations)

4) Preparation/Participation and In-class Activities

Throughout the course, we will complete various in class activities. These exercises are tailored towards helping you further understand and apply the key concepts covered in the textbook. There is much more material in your reading assignments than we have time to discuss in class. In-class activities will delve into the most important issues. No makeup assignments are allowed.

EXAMS	350 points
Exam 1	130 points
Exam 2	110 points
Final Exam	110 points
PRESENTATIONS	400 points
Case Component Analysis Presentation(s)	250 points
Presentation of Personal Strategic Plan	150 points
PREPARATION/PARTICIPATION/IN-CLASS ACTIVITIES	250 points
Participation, In-class Exercises, Discussion, Etc.	200 points
Grand Total	1000 points

Grading Scale

Number grade	Letter grade	GPA
90-100	A	4.0
85-89	A-	3.7
80-84	B+	3.3
75-79	B	3.0
70-74	B-	2.7
67-69	C+	2.3
65-66	C	2.0
62-64	C-	1.7
60-61	D	1.0
≤59	F (Failure)	0



Course Schedule

Date	Lecture	Reading
28 th May	Overview of Strategic Management	Chapter 1
29 th May	The Business Vision and Mission, <i>Case Component Analysis Pres 1</i>	Chapter 2 & Mission statement article http://strategyclub.com/mission-statement-article/
30 th May	The External Assessment	Chapter 3
31 st May	External Assessment, Cont., <i>Case Component Analysis Pres 2</i>	
4 th June	The Internal Assessment	Chapter 4
5 th June	The Internal Assessment, Cont.	Sample strategic plan http://strategyclub.com/a-sample-strategic-plan-for-nucor-2017/
6 th June	Exam 1 (Chapters 1-4)	
7 th June	Strategies in Action, <i>Case Component Analysis Pres 3</i>	Chapter 5
11 th June	Strategy Analysis and Choice	Chapter 6
12 th June	Developing and Using a QSPM, <i>Case Component Analysis Pres 4</i>	QSPM article http://strategyclub.com/journal-of-strategic-marketing-article-1/
13 th June	Implementing Strategies: Management, Operations, & Human Resource Issues	Chapter 7
14 th June	Implementing Strategies: Marketing, Finance/Accounting, R&D, & MIS Issues, <i>Case Component Analysis Pres 5</i>	Chapter 8
18 th June	Exam 2 (Chapters 5-8)	
19 th June	Strategy Review, Evaluation, & Control, <i>Case Component Analysis Pres 6</i>	Chapter 9
20 th June	Business Ethics, Environmental Sustainability, & Corporate Social Responsibility	Chapter 10
21 st June	Global and International Issues, <i>Case Component Analysis Pres 7</i>	Chapter 11
25 th June	Developing a Personal Strategic Plan	Personal strategic plan article
26 th June	Presentations, Personal Strategic Plans	
27 th June	Presentations, Personal Strategic Plans	
28 th June	Final Exam	