



BU460 Strategic Management (Postgraduate)

Instructor Information	Haigang Li Home Institution: Shanghai Jiao Tong University Email: lihg@sjtu.edu.cn Office Hours: Determined by Instructor		
Term	December 13, 2021 - January 7, 2022	Credits	4 units
Class Hours	Monday through Friday, 120 mins per teaching day		
Discussion Sessions	2.5 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 (with ISBN):	Concepts of Strategic Management: A Competitive Advantage Approach, 16th Edition, 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

1. To provide students with the concepts and techniques used by organizations in doing strategic planning and implementing. To make sure students have excellent skills related to business ethics, international management, creativity, and applying analytical tools;
2. 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;
3. 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

Team work 1 (Chap 1-4)	10%
Team work 2 (Chap 5-7)	10%
Team work 3 (chap 8-11)	10%
Personal Strategic Plan	40%
Participation & Session Performance	20%
Attendance	10%

Personal Strategic Plan

You will apply what you're learning with a course project where you create a strategic plan for one company by yourself, personally. You will present your personal strategic plan to the class during the last week of class. Your oral strategic plan presentation will be graded on two parts: Content and Delivery.

Content includes whether your presentation was 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 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 nonverbal communication



such as 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?

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. Class attendance and participation in session activities are required and rated. 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.

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



Class Schedule

Date	Lecture	Readings
Day 1	Overview of Strategic Management	Chapter 1
Day 2	The Business Vision and Mission	Chapter 2 & Mission statement article http://strategyclub.com/missionstatement-article/
Day 3	The External Assessment	Chapter 3
Day 4	External Assessment, Cont	
Day 5	Team work 1 presentation	
Day 6	The Internal Assessment	Chapter 4
Day 7	The Internal Assessment, Cont.	Sample strategic plan http://strategyclub.com/a-samplestrategic-plan-for-nucor-2017/
Day 8	Strategies in Action	Chapter 5
Day 9	Strategy Analysis and Choice	Chapter 6
Day 10	Developing and Using a QSPM	QSPM article http://strategyclub.com/journal-ofstrategic-marketing-article-1/
Day 11	Team work2 presentation	
Day 12	Implementing Strategies: Management, Operations, & Human Resource Issues	Chapter 7
Day 13	Chapter 7 continued...	
Day 14	Implementing Strategies: Marketing, Finance/Accounting, R&D, & MIS Issues	Chapter 8
Day 15	Strategy Review, Evaluation, & Control	Chapter 9
Day 16	Business Ethics, Environmental Sustainability, & Corporate Social Responsibility	Chapter 10
Day17	Team work 3 presentation	



Day 18	Global and International Issues	Chapter 11
Day 19	Developing a Personal Strategic Plan	Personal Strategic Plan Article
Day 20	Presentations, Personal Strategic Plans	