



BU260 Strategic Management

Instructor Information	<p>Feifei Yang Home Institution: East China Normal University Email: ffyang@aebs.ecnu.edu.cn Office Hours: Determined by Instructor</p>		
Term	<p>June 27, 2022 - July 22, 2022</p>	Credits	<p>4 units</p>
Class Hours	<p>Monday through Friday, 120 mins per teaching day</p>		
Discussion Sessions	<p>2.5 hours each week, conducted by teaching assistant(s)</p>		
Total Contact Hours	<p>66 contact hours (1 contact hour = 45 mins, 3000 mins in total)</p>		
Required Texts (with ISBN)	<p>John E. Gamble, Margaret A. Peteraf, and Arthur Thompson. (2016). Essentials of Strategic Management: The Quest for Competitive Advantage. McGraw-Hill Education. ISBN: 978-1259546983.</p>		
Prerequisite	<p>NA</p>		



Course Overview

Why do some firms outperform others? This is the fundamental question of strategic management. Strategic Management is designed to analyze the sources of competitive advantage among firms. This course develops knowledge and skills necessary to effectively formulate, analyze and implement business strategy, being a management trainee, business manager, a management consultant or an investment banker. Strategic management concepts, frameworks and tools are applied to real-world cases.

Learning Outcomes

At the completion of this course, students should be able to:

- **LO1.** Employ various analytical tools and frameworks to diagnose core business problems and identify the sources of competitive advantage, to a variety of organizational settings;
- **LO2.** Help companies formulate strategies after comprehensive analyzing competition situation, and providing strategic suggestions;
- **LO3.** Evaluate the ethical and social implications of business practice;
- **LO4.** Communicate professionally and work together in “consulting” teams by presenting the cases drawing on a range of strategic management concepts.

Assessment Type

(1) Attendance & Participation (10%)

Attendance: Any absence without a good excuse with official document as proof or email communication in advance will affect your attendance score.

Participation: Effective class participation is essential to develop communication skills and gain feedback. Participation score is highly related to both breadth and depth of class engagement

- argue, analyze, comment, and question.

(2) Team Case Presentation (20%)

Case analysis is an effective approach to apply the knowledge learned in class and further develop strategic thinking abilities. The case presentation will be completed in groups. Several students will form one group and select one real-world company themselves to present and apply the knowledge, concepts, and frameworks learnt in the class.

The criteria for marking case presentations include:

- a) Diagnosis of key strategic problems.
- b) Applying appropriate analytical frameworks, concepts, and tools.
- c) Presenting feasible and well-supported recommendations for implementation.
- d) Effective communication skills.

Your group will play the role of consultants. The rest of the class will take the role of the firm’s top management team.

The case presentation is expected to include the following four parts:

- a) Problem identification - introducing the background of the firm and diagnosing the current strategic problems facing the firm;
- b) Strategic analysis - applying course frameworks, concepts and tools to analyze the problems;



- c) Recommendations - making recommendations with a discussion of potential implementation issues;
 - d) Discussion - answering questions and incorporating good suggestions from the class.
- Note: All team members must be present and participate in the presentation. One group member representative should send a copy of the presentation slides to the course public mailbox (BU260SM@126.com) by 5 PM the day before the presentation.

Note: Peer Evaluation (for group presentation)

For the group presentation, each member is expected to contribute sufficiently. To avoid free riding, peer evaluation will be conducted at the end of the course. Each group member will evaluate the performance of other members regarding their contributions in the group assignments. Individuals who are reported to not have sufficient contribution will have their individual grades for the group assignments deducted.

(3) Exams (60%):

Although much of strategy depends on our ability to prepare persuasive arguments, this ability is very much grounded in your understanding of strategic concepts and your ability to interpret situations correctly using course concepts. Therefore, exams will be designed to test your knowledge gained from the course. It provides an incentive to review the lecture slides. Important information of the exams is as follows:

- a) Two exams are scheduled. Each exam accounts for 30% of the final course grade.
- b) Both exams are close-book.
- c) Each exam will include 20 multiple choice questions and three essay questions covering material from lecture slides. The mid exam will cover contents from lecture 1 – lecture 9 and the final exam will cover contents from lecture 11 to lecture 17.
- d) The exams will be scheduled at lecture 10 and lecture 20 respectively, and therefore each last for 2 hours.
- e) Students should arrive on time - no extra time will be given to late students. No make-up exam will be given after the formal one. You can schedule to take the exam earlier if you have a good excuse with official document as proof.
- f) The graded exams will NOT be returned, and the grades will be given upon request. You should have little trouble on the exam if you attend the lecture and do the lecture review.

(4) Reflection Report (10%)

Each student has to learn via reflection. Therefore, self-analysis and reflection will be evaluated through individual reflection journal (report). This is designed to assess your reflective learning from the course. The report would be a maximum of ten pages (font size 12, 1.5-line spacing, A4).

*The reflective report will be submitted to the public email address BU260SM@126.com.



Grading Policy

Attendance & Participation	10%
Team Case Presentation*	20%
Mid-term exam	30%
Final Exam	30%
Individual Reflection Report	10%

*All teamwork grades will be adjusted subject to peer evaluation results

Grading Scale is as follows

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	Introduction: Strategy and Competitive Advantages	Chapter 1
Day 2	Business Model Canvas	HBR'S 10 MUST READS on Business Model Innovation. 2019. Harvard Business Review Press. ISBN-13: 978-1-63369-687-7
Day 3	Vision, Mission, Objectives, and Strategy Formulation	Chapter 2
Day 4	Evaluating a Company's External Environment	Chapter 3
Day 5	Evaluating a Company's Internal Resources, Capabilities, and Competitiveness	Chapter 4
Day 6	The Five Generic Competitive Strategies	Chapter 5
Day 7	Strategic Innovation and Design Thinking	NA
Day 8	Strategic Moves and Timing	Chapter 6
Day 9	Strategic Alliances, Mergers & Acquisitions	Chapter 6
Day 10	Mid-term Exam	NA
Day 11	Strategies for Competing in International Markets I	Chapter 7
Day 12	Strategies for Competing in International Markets II	Chapter 7
Day 13	Corporate Strategy: Diversification	Chapter 8
Day 14	Corporate Strategy: The Multi-Business Company	Chapter 8
Day 15	Ethics, Corporate Social Responsibility, Environmental Sustainability, and Strategy	Chapter 9
Day 16	Superior Strategy Execution – Another Path to Competitive Advantage I	Chapter 10
Day 17	Superior Strategy Execution – Another Path to Competitive Advantage II	Chapter 10
Day 18	Case Presentations	NA
Day 19	Review/Assignment due	NA
Day 20	Final Exam	NA