

East China Normal University

BUSI 31: Strategic Management

Instructor: Feifei Yang

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Home University: East China Normal University

Semester: December 19, 2022 to January 7, 2023

Course Hour: Monday through Friday, 160 mins per teaching day;

Total Contact Hours: 64 contact hours

Credits: 4

Designated Textbook with ISBN:

John E. Gamble, Margaret A. Peteraf, and Arthur Thompson. (2020). Essentials of Strategic Management: The Quest for Competitive Advantage (7th edition). McGraw-Hill Education. ISBN: 978-1260261547.

Course Prerequisite:

Preliminary understanding of management is needed to better learn the course.

Prerequisite course: Foundations of Management

**Notes: The course might be moved to online delivery due to COVID-19 pandemic. Students will be notified once such decision is made.*

Course Overview

Why do some firms outperform others? This is the fundamental question of strategic management. Strategic Management is designed to analyze the performance heterogeneity and 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.

Various analytical frameworks are introduced to identify the sources of competitive advantage and core business problems from both an industry and firm perspective. By focusing on what makes some competitive strategies strong and viable, while others remain weak and vulnerable, students shall develop the ability to consider the impact of change on the opportunities for establishing and sustaining competitive advantage. Students are also encouraged to consider the cultural, social, environmental, and ethical implications of business strategy to achieve sustainability. To facilitate learning, a number of business cases are presented in various forms to help students gain practical insights and learn how to apply the knowledge into real-world business situations.

Specifically, students will develop skills at: (a) In-depth disciplinary knowledge in Strategic Management; (b) Precisely diagnosing business problems, (c) Analysing competitive situations and

formulating strategy; (d) Providing quantitative support for strategic recommendations; (e) Communicating effectively and professionally; (f) Working together in “consulting” teams.

The course is consisted of the following four sections:

1. Introduction and Overview
2. Core Concepts and Analytical Tools
3. Crafting a Strategy
4. Executing the Strategy

Learning Outcomes

Upon 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.

Grading Scale and Notes

(1) Attendance & Participation (15%)

Attendance: Any absence without 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 (25%)

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.

(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 open-book.
- c) 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.
- d) 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.

Grading Policy

Attendance & Participation	15%
Team Case Presentation*	25%
Mid-term exam	30%
Final Exam	30%

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

The following definitions will be used as a guide for the assignment of grades:

Number Grade	Letter Grade	Definitions
94-100	A	Extraordinary distinction, indicating a full mastery of course content and excellent work.
90-93	A-	
87-89	B+	Strong performance demonstrating a high level of attainment, indicating a good comprehension of the course material and the student's full engagement with the course requirements and activities.
84-86	B	
80-83	B-	
77-79	C+	Acceptable performance, demonstrating an adequate and satisfactory comprehension of the course material and the student has met the basic requirements for completing assignments and participating in class activities.
70-76	C	
60-69	D	A marginal performance in the required exercises demonstrating a minimal passing level of attainment.
0-59	F	An unacceptable performance. The F grade indicates that the student's performance has revealed almost no understanding of the course content.



Course Schedule

Date	Lecture	Reading/Assignments/ Examination
Day 1	Introduction: Strategy and Competitive Advantages	Chapter 1
Day 2	Vision, Mission, Objectives, and Strategy Formulation	Chapter 2
Day 3	Business Model Design and Innovation	Reading List (1) & (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	Mid-term Exam	NA
Day 8	Strengthening a Company's Competitive Position: Strategic Moves, Timing, and Scope of Operations	Chapter 6
Day 9	Strategies for Competing in International Markets	Chapter 7
Day 10	Corporate Strategy: Diversification and the Multi-business Company	Chapter 8
Day 11	Ethics, Corporate Social Responsibility, Environmental Sustainability, and Strategy	Chapter 9
Day 12	Superior Strategy Execution – Another Path to Competitive Advantage	Chapter 10
Day 13	Design Thinking Workshop	Reading List (3)
Day 14	Case Presentation	NA
Day 15	Final Exam	NA

Reading List:

- (1) Alexander Osterwalder and Yves Pigneur. 2010. Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers. John Wiley and Sons. ISBN-10: 9780470876411.
- (2) Raphael Amit and Christoph Zott. 2020. Business Model Innovation Strategy: Transformational Concepts and Tools for Entrepreneurial Leaders. Wiley. ISBN-13: 978-1-119-68968-3.
- (3) Idris Mootee. 2013. Design Thinking for Strategic Innovation. Wiley. ISBN-13: 978-1118620120