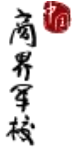




**PHBS**  
北京大学汇丰商学院



# MGT 511

## Corporate Strategy

### Module 4, 2021-2022

#### Course Information

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**Instructor: Qiang Li**

Office: PHBS Building, Room 608

Phone: 86-755-2603-9365

Email: qiangli@phbs.pku.edu.cn

Office Hour: Tuesday 4pm-5pm; Thursday 2pm-4pm; Friday 4pm-5pm. Send me an email to make an appointment beforehand

**Teaching Assistant: Xi Jin**

Email: xi.jin@stu.pku.edu.cn

**Classes:**

Lectures: Tue + Fri 1:30pm -3:20pm

Venue: PHBS Building, Room TBD

## 1. Course Description

### 1.1 Context

Course overview:

Corporate Strategy offers a strategic perspective to look at multi-business corporations and to examine how participation in several industries, value-chain activities, and/or regions can enhance, or undermine the competitive advantage of a company. As an elective course in management program, MGT511 is to complement courses of MGT510 Strategic Management and/or MGT518 Strategic Leadership. Therefore, students will learn perspectives and approaches distinct from but relevant to the above courses, enhancing students' abilities to understand, analyze, and solve problems faced in their future careers as middle and top managers.

This course aims to help you make good corporate strategy decisions and perform sound analysis of the corporate strategy decisions of others. The course is also designed to be integrative, drawing upon foundational material and tools developed in Strategic Management. Basic financial knowledge of valuation will also help you perform better analysis in this course.

Note that there may not be a "right" answer to each question in this course. There could be multiple "right" answers to the questions. Much of my evaluation will be based on 1) what you do with the information, 2) whether the solution is logical and fits the given situation, and 3) how you would implement your strategy. This means that "wrong" answers will neglect key pieces of information, be lacking in logical construction, and/or be communicated poorly. The course is divided into four parts. The first addresses the core concepts in corporate strategy: corporate advantage, synergy, and governance costs. The concepts and frameworks introduced in the first part lay the foundations for all the corporate strategy decisions we discuss in the rest of the class. The first part is thus essential for us to get the most out of the rest class. The second part deals with decisions about increasing the scope of the corporation. The third part focuses on decisions about reducing the scope of the corporation. Both parts are

about portfolio composition. The final part focuses on decisions about portfolio organization, examining systems and structure of the multi-business corporation

## **1.2 Textbooks and Reading Materials**

Optional: Puranam, P. and Vanneste, B. 2016. Corporate Strategy: Tools for Analysis and Decision-Making, Cambridge University Press

Cases and articles as assigned in the course schedule. All articles should be available through the CMS.

## **2. Learning Outcomes**

### **2.1 Intended Learning Outcomes**

<b>Learning Goals</b>	<b>Objectives</b>	<b>Assessment (YES with details or NO)</b>
1. Our graduates will be effective communicators.	1.1. Our students will produce quality business and research-oriented documents.	Yes
	1.2. Students are able to professionally present their ideas and also logically explain and defend their argument.	Yes
2. Our graduates will be skilled in team work and leadership.	2.1. Students will be able to lead and participate in group for projects, discussion, and presentation.	Yes
	2.2. Students will be able to apply leadership theories and related skills.	Yes
3. Our graduates will be trained in ethics.	3.1. In a case setting, students will use appropriate techniques to analyze business problems and identify the ethical aspects, provide a solution and defend it.	Yes
	3.2. Our students will practice ethics in the duration of the program.	Yes
4. Our graduates will have a global perspective.	4.1. Students will have an international exposure.	Yes
5. Our graduates will be skilled in problem-solving and critical thinking.	5.1. Our students will have a good understanding of fundamental theories in their fields.	Yes
	5.2. Our students will be prepared to face problems in various business settings and find solutions.	Yes
	5.3. Our students will demonstrate competency in critical thinking.	Yes

### **2.2 Course specific objectives**

Integrate knowledge and apply analytical techniques from various disciplines, including finance, accounting, management, marketing, and economics. The goal is to make a good decision on a concrete corporate strategy issue (e.g., should we pursue organic or inorganic growth, should we acquire or ally with this firm, or should we keep or divest this business). The decision should be rigorous and clear. Students need to be able to offer a well-reasoned justification for their decisions.

Build communication skills throughout course assignments, class interactions, teamwork, and

presentations. Be effective and efficient in how you communicate complex problems and solutions. This also includes building listening and reading skills to develop an understanding of the materials and thoughts that are presented.

### **2.3 Assessment/Grading Details**

For your written work please use APA style for your references. More information can be found here:

[https://owl.purdue.edu/owl/research\\_and\\_citation/apa\\_style/apa\\_formatting\\_and\\_style\\_guide/general\\_format.html](https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/general_format.html)

Please use 12 font and single space for all written reports.

#### **Grade Distribution**

- 1) Participation (Individual) 10%
- 2) Case Report (Group) 20%
- 3) Group Project Presentation (Group) 30%
- 4) Final Exam (Individual) 40%

##### 1) Participation (10%):

Participation reflects both your attendance as well as your contribution to the learning environment. The grades take into account of three parts: (1) the frequency of your responses in class, (2) their quality (e.g., relevance to course materials; insights that differ from others' points of view; elaboration or clarification of others' opinions), and (3) the professionalism of your conduct (i.e., attendance, punctuality, preparedness, and respect to your colleagues and their contributions). Your participation will be tracked throughout the class. This will also include any in-class assignments that may come up during class.

##### 2) Case Reports (20%):

There is one case. Your ability to function on a team and your ability to "sell" your work are essential skills for managers. For the case report, you will work in your teams and you will apply what you are learning by analyzing realistic issues and managing team processes. You are encouraged to use resources outside of the text. All team members should be actively involved in all processes. Each team will submit a written report for each case. Note that your grade for the case report will be the same as that of your teammates. The purpose of these exercises is to help you to learn to think analytically about real business situations. The text of the report is up to 3 pages (excluding tables, figures or references). Please put all tables, figures and references if any at the end of the report; include placeholders like [Insert Table 1 here] in the text; single space, 12 font and default margins in Word. Case questions will be distributed in the due course.

##### 3) Group project presentation (Total = 30%):

This is the part where students should exercise their creativity to identify a research question related to the course and gain insights by analyzing the key issues using the tools they learn from the class. Students are expected to form groups early on, so they can start thinking about the project ideas as soon as possible. Note that collecting real data from a specific company or an industry is highly encouraged as it is key to making evidence-based inference to the focal question you choose to answer. Your teams include 3-4 members in order to develop and work through a business idea in class. Details about the group project presentations will be given in class. The presentation slides will be submitted and graded as part of presentation.

The presentation should include but not be limited to the following items:

- (1) Introduction of the company, its business, its current corporate strategy
- (2) The managerial issue of its corporate strategy
- (3) Analyses of the issues in the case
- (4) Recommended solutions (e.g., how to improve)
- (5) Implementation plan

#### 4) Final exam (40%)

Final exam is my assessment of your understanding of the course materials. The final exam covers all topics from the class, including lectures, in-class discussions, case studies, as well as relevant readings. If the Covid situation does not allow a final exam, students can write a report instead. The details will be announced in the due course.

Note: Details of the grading guidelines will also be explained during the first day of class, and will be announced repeatedly before the assignment due dates. Failure to comply with the above requirements will result in overall grade deductions, and late submissions will NOT be accepted in general.

## **2.4 Academic Honesty and Plagiarism**

It is important for a student's effort and credit to be recognized through class assessment. Credits earned for a student work due to efforts done by others are clearly unfair. Deliberate dishonesty is considered academic misconducts, which include plagiarism; cheating on assignments or examinations; engaging in unauthorized collaboration on academic work; taking, acquiring, or using test materials without faculty permission; submitting false or incomplete records of academic achievement; acting alone or in cooperation with another to falsify records or to obtain dishonestly grades, honors, awards, or professional endorsement; or altering, forging, or misusing a University academic record; or fabricating or falsifying of data, research procedures, or data analysis.

All assessments are subject to academic misconduct check. Misconduct check may include reproducing the assessment, providing a copy to another member of faculty, and/or communicate a copy of this assignment to the PHBS Discipline Committee. A suspected plagiarized document/assignment submitted to a plagiarism checking service may be kept in its database for future reference purpose.

Where violation is suspected, penalties will be implemented. The penalties for academic misconduct may include: deduction of honour points, a mark of zero on the assessment, a fail grade for the whole course, and reference of the matter to the Peking University Registrar.

For more information of plagiarism, please refer to *PHBS Student Handbook*.

## **3. Topics, Teaching and Assessment Schedule**

The schedule below is subject to change with notification

<b>Class</b>	<b>Date</b>	<b>Day</b>	<b>Topic</b>
1	May 3	Tue	Syllabus and Course Overview
2	May 6	Fri	Synergy 1
3	May 10	Tue	Synergy 2
4	May 11	Wed	Governance costs
5	May 13	Fri	Diversification
6	May 17	Tue	Ally or acquire? 1
7	May 20	Fri	Ally or acquire? 2
8	May 24	Tue	Organic or inorganic growth 1

9	May 27	Fri	Organic or inorganic growth 2
10	May 31	Tue	Divestiture: stay or exit 1
11	Jun 7	Tue	Divestiture: stay or exit 2
12	Jun 8	Wed	Outsourcing: make or buy
13	Jun 10	Fri	Designing the multi-business corporation
14	Jun 14	Tue	Designing the corporate HQ
15	Jun 17	Fri	Managing the M&A process
16	Jun 21	Tue	Managing the alliance process
17	Jun 24	Fri	Presentation 1
18	Jun 28	Tue	Presentation 2