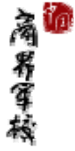




PHBS

北京大学汇丰商学院



MGT 510 Strategic Management Module 3, 2022-2023

Course Information

Instructor: Cuifen Weng

Office: PHBS Building, Room 617

Phone: 86-755-2603-9259

Email: cuifen.weng@phbs.pku.edu.cn

Office Hour: Monday & Thursday 13:00 - 15:20

Teaching Assistant: TBD

Phone:

Email:

Classes:

Lectures: Session 1 – Monday & Thursday 10:30-12:20;

Session 2 – Monday & Thursday 15:30-17:20

Venue: Session 1 - TBD;

Session 2 - TBD

Course Website:

Once class starts please enrol in our course page at <http://cms.phbs.pku.edu.cn/>.

Announcements, documents, etc. will be posted to this site and it is your responsibility to make sure you keep up with them.

Please also make sure that you are on Turnitin:

Session 1: Class ID –TBD; Password –TBD

Session 2: Class ID –TBD; Password –TBD

-All assignments must be turned into Turnitin 30min before the start of your class session. No late assignments will be accepted.

1. Course Description

1.1 Context

Course overview:

This course centers on the strategic vision of the firm. We will build on your knowledge in the functional areas of marketing, accounting, finance, and management in order to analyze the firm as a whole. The concept of strategy in organizations has been used to explain the reasons some organizations fail, some succeed, and some do exceptionally well. In this course we will use readings and cases to examine current business theories and issues as we work to better understand the complexities of business strategy.

It is of great importance that you understand that while there are clear issues that we will be addressing there may not be a "right" answer. Because of this there will be multiple "right" answers to the cases and questions we face in this course. This will be a good experience in being able to discuss and work together in industry and my evaluation of your work will be in line with this. Much of my evaluation will be based on what you do with the information, whether the solution is logical and fits the given situation, and 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 skills that can be learned in this class are not only essential for general managers to learn, but for consultants and entry-level managers from all disciplines, especially given an increasingly competitive environment.

Prerequisites: No.

1.2 Textbooks and Reading Materials

Textbook:

Hitt, M.A., Ireland, R.D., and Hoskisson, R.E., 2017. Strategic Management: Competitiveness and Globalization: Concepts & Cases (12th edition). Cengage Learning.

Readings:

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

Learning Outcomes

2.1 Intended Learning Outcomes

Learning Goals	Objectives	Assessment (YES with details or NO)
1. Our graduates will be effective communicators.	1.1. Our students will produce quality business and research-oriented documents.	Yes. Final report.
	1.2. Students are able to professionally present their ideas and also logically explain and defend their argument.	Yes. Presentations and written assignments.
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. Strategic challenge project.
	2.2. Students will be able to apply leadership theories and related skills.	Yes. Strategic challenge project.
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.	No.
	3.2. Our students will practice ethics in the duration of the program.	Yes. Class discussion and group project.
4. Our graduates will have a global perspective.	4.1. Students will have an international exposure.	Yes. Lectures and class discussion.
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. Lectures.
	5.2. Our students will be prepared to face problems in various business settings and find solutions.	Yes. Lectures and strategic challenge project.
	5.3. Our students will demonstrate competency in critical thinking.	Yes. Cases and strategic challenge project.

2.2 Course specific objectives

1. Integrate knowledge and apply analytical techniques from various disciplines, including finance, accounting, management, marketing, and economics. The goal is to identify and analyze strategic issues and develop solutions in the form of implementable plans with the purpose of developing and sustaining competitive advantage.
2. Demonstrate comprehension of the nature of strategic competitiveness and develop the ability to critically analyze the competitive environment facing a firm, assess the attractiveness of the industry and isolate potential sources of competitive advantage and disadvantage.
3. Discriminate among the types of data that general managers need to evaluate alternative scenarios. Develop logical, coherent and persuasive analyses for a desired course of action. Consider how to effectively implement plans within the constraints imposed by the complex behavior of individuals within organizations.
4. 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.
5. Simulate, as much as possible, behavior consistent with business settings while learning frameworks and tools useful for management and consulting.

2.3 Assessment/Grading Details

Assessment	Type	Weight	Length	Due date
Class attendance and participation	Individual	10%		
In-class case discussion	Group	20%		In class
Exam	Individual	30%	Two hours	Class 12
Strategic challenge project	Group	Total: 40% 1. Interview summary: 5% 2. Written report: 15% 3. Presentation: 20%	1. Interview summary: ≤ 2 pages 2. Written report: ≤2,500 words (excluding references, tables, and figures) 3. Presentation: 20 minutes	1-page memo: before Class 6 Interview summary: before Class 9 Written report: before Class 17 Presentation: Classes 17 & 18

General Guidelines:

All written work needs to be turned in on Turnitin and should be submitted in word or pdf format that Turnitin can check. For each group assignment, only one submission to Turnitin is required, and names of all group members should be included in the submission. Late work will not be accepted.

Class attendance and participation:

Class attendance is required and will be checked in every class. Please email me before the class for any foreseeable absence. Missing any one or more classes will result in deduction of grade. Students who miss one-third of the class will automatically lose the whole class attendance and participation grade. For example, if you miss two classes, you will lose the respective attendance and participation mark for those two classes. However, if you miss six classes or above, your total attendance and participation grade will be zero.

All students are required to read the articles and case assigned to each class before the class

begins and prepare to answer the assigned questions in class. In-class discussion and participation account for a significant proportion of the final grade. I also reserve the right to make small upward adjustments to your final grade if you consistently demonstrate outstanding performance in class discussion.

I will also evaluate your professionalism in the class. You are encouraged to speak out your ideas and/or challenge my ideas or the ideas of your classmates, but you should maintain a respectful atmosphere for everyone to pursue their ideas. I also expect you to treat my class as you would a job, keeping in mind the expectations that stem from that.

In-class Case Discussion:

Team skills are in high demand in the business world. Contribution to team success is a measure of your individual abilities and your relational skills. It will be important that you get to know your team well and that you are upfront with your team about your strengths and weaknesses.

We will have four case discussion classes. I will assign you into a group of 4-5 students at least one week before each case discussion class. TA will send you the information of your group members through email/wechat one week before each case class. To ensure students to experience sufficient interactions with each other and to experience group dynamics, group members will be different across four case discussion classes.

Each group member has to read the case and think about case discussion questions INDEPENDENTLY before class. In class each group member will discuss your thoughts with your group members; and then groups will exchange and/or debate on ideas.

After the discussion, each group will share with the class your answers to the case question(s). I will grade your discussion **in class** (5% for each class). The grade is based on your group's correct understandings of the concepts and theories, the breadth and depth of your group's case analyses, your insights beyond the case discussion, and the effectiveness of group discussion in class. Every group member receives the same grade.

Exam:

We will have an exam in the 12th class. This exam will cover the material that we have gone over up to this point. Questions will be generated based on: 1) class lectures, 2) assigned articles, and 3) cases.

Strategic Challenges Project:

Team skills are in high demand in the business world. Contribution to team success is a measure of your individual abilities and your relational skills. It will be important that you get to know your team well and that you are upfront with your team about your strengths and weaknesses.

For this course, the strategic challenges project teams will be formed in the first few classes and teamwork will account for a significant portion of your grade. Team assignments are expected to be of higher quality than if you were working as an individual so you should work to use each member's individual resources. You can take this opportunity to learn from your teammates as they may have different skill sets than you and you can also take this opportunity to learn about how to better manage teams and the team process. There are resources/skills such as leadership, organization, researching, writing, speaking, writing, and time to mention a few. Use them to your advantage.

It is important that you are able to both understand and articulate the challenges that face a firm in seeking and sustaining a competitive advantage. **Your team paper will describe the context of the firm (think internal and external), the challenges the context creates, and address possible changes in the context or firm. Your team should then provide both short- and long-term recommendations for the firm, including implementation plans. Throughout this paper your team will be expected to utilize content we have discussed and learned in class (this is your chance to show what you have learned).** You will need to provide me a 1-page memo with your company choice and their general

context by class 6.

This assignment is designed to give you freedom but I recommend that you choose an industry that you have knowledge of or that you are interested in learning more about. You will need to **find a firm** to work with for your assignment. You will need to **interview someone who is high enough within the firm** that they understand the firm's strategy, **conduct research from outside resources** on the firm, and **conduct research on the industry and the environment** that the firm is in. The company should be an established firm that you know you can find information on. Be smart about picking your firm as you will need to write a complete report and it may be difficult to do this if you pick a firm that can't provide you with the necessary information.

Interview Summary

You will need to submit an interview summary by class 9. The summary should be less than 2 pages. In the summary you will provide information about the company you are working on based on an interview you conducted with your contact at the company and your preliminary outside research. This is your chance to show what is interesting about the firm you are working on. This will also give me some idea about who you are studying for your final presentation. You should **highlight in general what the firm does and what challenges the firm faces**.

Written Report

The report should be less than 2500 words. You need to be able to explain the necessary information while being concise. Part of this project is that you must show that you are able to convey the important information in a meaningful way. You should also keep in mind that the purpose of this report is to show me what you have learned from class, this should include frameworks, analysis, and the logic that you use to support your ideas. This final assignment is due by class 17.

Final Presentation

The class will end with an oral presentation of the case you have built for your firm. Presentations are expected to last approximately 20 minutes. This is your chance to show that your recommendations are the best option for the firm and to convince your peers that what you recommend is feasible and will lead to the outcomes you set for the firm.

If you use a computer presentation, arrange your equipment needs and come to class early to set up. It is also highly recommended that you prepare backup material/equipment as I have seen many (including my own) presentations thwarted by equipment failures. **There will be a penalty for exceeding the time limit.**

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

Schedule:

This is a general guide, as it may change over time. Notification will be given of any changes.

Class	Topic	Content
1	Introductions	Syllabus Strategic management
2	The external environment - 1	
3	The external environment - 2	Case 1
4	The Internal organization - 1	
5	The Internal organization - 2	Case 2
6	Business-level strategy - 1	
7	Business-level strategy - 2	Case 3
8	Competitive dynamics	
9	Corporate-level strategy - 1	
10	Corporate-level strategy - 2	Case 4
11	International strategy	
12	Exam	
13	Corporate governance	
14	Organizational structure and controls	
15	Strategic Leadership	
16	Strategic entrepreneurship	
17	Presentations - 1	
18	Presentations - 2	