**Shanghai Normal University**

**School of Finance and Business**

**Chinese Business Program**

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**Course title**: Managing Strategy

**Credit hours**: 24 hours

**Semester**: Spring 2014

**Contact Information of Teachers**

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**Course Description**:

This course focuses on corporate and business strategy formulation and implementation.

We will introduce concept and frameworks that are rooted in the theory of strategy and management, which have proved valuable in practice. Key concepts relating to strategy, competition, competencies and customers will be combined with analyses of choices firms make to achieve their objectives. We will also discuss what managers often describe as their greatest challenge – implementing strategy. We will focus on the thinking, skills and actions required of manager for the development, communication and implementation of strategic organizational choices towards organizational success.

Among the topics considered in the course will be the relationships of organizations to their environments, the hierarchy of organizational objectives, structured as well as informal approaches to strategic planning, the integration of business functions, organizational structure, and strategy implementation and evaluation. A significant aspect of the course is devoted to assessing the competitive dynamics of firms.

Through a review of texts and relevant cases, and the composition of a final strategic plan, gain the tools to apply to your own business environment and career.

**Assignment Requirement**（作业要求）:

Students are expected to finish reading or writing assignments in time and to get well-prepared for discussions and other classroom activities. Careful observation and frequent communication will also be highly appreciated for such a culture-related course.

**Grade Components:**

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| Attendence | 20% |
| Assignments | 20% |
| Final Exams | 60% |
| Total | 100% |

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| **Weeks** | **Topics** | **Content** | **Assignments or Required readings** |
| Week 1 | The Concept of Strategy  (2 hours) | ①What strategy is and why it is important to success for firms.  ②Two basic components of strategy analysis: analysis of the external environment of the firm and analysis of the internal environment | Readings |
| Week 2 | Goals, Values, and Performance  (2 hours) | ①The goals and values of the firm, the performance of the firm in attaining its goals.  ②Performance appraisal, performance diagnosis, select strategies on the basis of profit prospects, target setting | Case study  Readings |
|  | Seminar  ( 1 hour) | Case study 1 |  |
| Week 3 | Industry Analysis  (2 hours) | ①The profound understanding of the competitive environment is a critical ingredient of a successful strategy.  ②The Industry Analysis is relevant both to corporate-level and business-level strategy.  ③Porter’s five forces framework. | Case study |
|  | Seminar  ( 1 hour) | Case study 2 |  |
| Week 4 | Analyzing Resources and Capabilities  (2 hours) | ①Internal environment analysis  ②Identify and appraise the resources and capabilities of a firm  ③Evaluate the potential for a firm’s resources and capabilities to confer sustainable competitive advantage | Case study |
|  | Seminar | Case study 3 |  |
| Week 5 | The Sources and Dimensions of Competitive Advantage  (2 hours) | ①The dynamics of competitive advantage  ②Cost advantage and differentiation advantage and develop systematic approaches to their analysis. | Case study |
|  | Seminar  ( 1 hour) | Case study 4 |  |
| Week 6 | Industry Evolution and Strategic Change  (2 hours) | ①One of the greatest challenges of strategic management is to ensure that the firm keeps pace with changes occurring within its environment.  ②Recognize the different stages of industry development and understand the factors that drive the process of industry evolution.  ③Identify the key success factors associated with industries at different stages of their development and recommend strategies, organizational structures, and management systems appropriate to these stages. | Case study |
|  | Seminar  ( 1 hour) | Case study 5 |  |
| Week 7 | Technology-based Industries and the Management of Innovation  (2 hours) | ①Business environment where technology is a key driver of change and an important source of competitive advantage.  ②Identify the factors that determine the returns to innovation, and evaluate the potential for an innovation to establish competitive advantage.  ③Formulate strategies for exploiting innovation and managing technology, design the organizational conditions needed to implement innovation and technology strategies. | Case study |
|  | Seminar  ( 1 hour) | Case study 6 |  |
| Week 8 | Competitive Advantage in Mature Industries  (2 hours) | ①Explori the characteristics of mature industries  ②Identify strategies through which competitive advantage can be established within them, and recognize the implications of these strategies for structure, systems, and leadership style. | Case study |
|  | Seminar  ( 1 hour) | Assignment |  |
| Week 9 | Global Strategy and the Multinational Corporate  (2 hours) | ①Internationalization is a source of huge opportunity. Internationalization is also a potent destroyer.  ②Internationalization occurs through two mechanisms: trade and direct investment.  ③Internationalization adds considerable complexity to our strategy analysis. | Case study |
|  | Seminar  ( 1 hour) | Case study 7 |  |
| Week 10 | Diversification Strategy  (2 hours) | Diversification decisions by firms involve two issues: How attractive is the industry to be entered? Can the firm establish a competitive advantage? | Case study |
|  | Seminar  ( 1 hour) | Case study 8 |  |
| Week 11 | External Growth Strategies: Mergers, Acquisitions, and Alliances  (2 hours) | ①Mergers, acquisitions and alliances are key instruments of corporate strategy as they are the principal means by which firms achieve major extensions in the scope of their activities.  ②Mergers, acquisitions and alliances are not strategies in themselves: they are tools of strategy – the means by which a firm pursues a particular strategic aim. | Case study |
|  | Seminar  ( 1 hour) | Case study 9 |  |
| Week 12 | Final Review  (2 hours) |  |  |

The schedule is tentative and it is subject to minor changes