



## MGT 042: Strategic Management

Term: 2020 Winter Session

Instructor: Staff

Language of Instruction: English

Classroom: TBA

Office Hours: TBA

Class Sessions Per Week: 6

Total Weeks: 4

Total Class Sessions: 25

Class Session Length (minutes): 145

Credit Hours: 4

### Course Description:

Effective strategy management is critical in business world. This course provides a brief overview of the strategic management by introducing the basic tools, concepts and principles of strategic analysis based on earlier functional courses. The topics discussed covers the following themes: strategic management inputs, strategic formulation, strategic implementation and evaluation. Students will also study the famous and important case in the field of strategic management, aiming to help them demonstrate ability on analyzing the process of creating, implementing and evaluating a strategy management in real cases.

### Learning Objectives:

The objectives of the course will be achieved by means of finishing required readings, listening to lectures given by the instructor, participating in the in-class discussions, finishing case studies, and composing individual case study report.

By taking this course, the students are supposed to acquire 1) an overall understanding of the tools, principles and concepts in the field of strategic management, 2) a general knowledge of the external and internal factors that would influence the outcome of the management of a certain company, and 3) the ability to think critically, make analysis while giving different situations, and present the thoughts logically in writing assignments.



## Course Materials:

### **Textbook**

#### **Strategic Management: Competitiveness & Globalization,**

Michael A. Hitt, R. Duane Ireland, and Robert E. Hoskisson, 12th edition

## Course Format and Requirements:

The format of the course is a combination of lecturing and case studying, the materials of which will be designed and handed out by the instructor before each class. The contents of the lectures are based on the textbooks, and supplemented reading materials and case studies will be given by the instructor. Most of the case studies can be found in Part 4 of the required textbooks, and others will be provided by the instructor before the class. There are also chances for students to make online discussions about their personal ideas toward certain topics.

In order to get a thorough understanding of the knowledge presented, students are supposed to finish all the assigned readings before the class and write down their own thoughts and questions for in-class discussions.

### **Attendance**

Students are supposed to be present at all class sessions. Notifications about absence reasons to the instructor should be done in advance if students are not able to attend classes. More than three absences will result in the failure of the course. Active participation in all classroom activities is also very important for students to achieve success in this course.

## Grading Scale:

**A+: 98%-100%**

**A: 93%-97%**

**A-: 90%-92%**

**B+: 88%-89%**

**B: 83%-87%**

**B-: 80%-82%**

**C+: 78%-79%**

**C: 73%-77%**



**C-: 70%-72%**

**D+: 68%-69%**

**D: 63%-67%**

**D-: 60%-62%**

**F: Below 60%**

Course Assignments:

**Homework assignments: 15%**

The forms of the assignments include question sets, short case analysis, open-ended questions, short reading responses, and so on. For case analysis, students would be given the chance to select whatever cases they would like to further analyze.

The assignments should be double-spaced, using Times New Roman size 12 with 1-inch margins on each side.

**Individual case study report: 15%**

There will be 1 individual case report assigned to the students, and the case to study will be provided by the instructor later. Students are supposed to make concrete connections between their knowledge about international trade and the case provided based on the content of the textbook and supplement reading materials, and their goal of doing the case study is to help them strengthen their understanding toward the new knowledge and learn about how to apply them to cases. Guidelines about the report will be handed to the students. Students should present their ability of critical thinking and their familiarity with the content learned in class as well as their language accuracy. Once assigned, students will have two weeks to complete their paper.

The paper should be from 4 to 6 pages long, double-spaced, using Times New Roman size 12 with 1-inch margins.

**Exams: 70%**

There will be 2 midterm exams and 1 final exam for this course.

The midterm and final exams are both closed-book in-class exams. The forms of the questions include multiple choices, right-or-wrong questions, definitions, and small case analysis. Exams will cover most of the materials used in class, including textbooks, handouts and reading materials. Classes before the midterm exams and the final exam will be left for review and Q&A.

Course Assessment:

Homework Assignments	15%
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Individual Case Report	15%
Midterm Exams 1	20%
Midterm Exams 2	20%
Final Exam	30%
<b>Total</b>	<b>100%</b>

### Course Schedule:

<b>Week</b>	<b>Topics</b>	<b>Assignments</b>
1	<ul style="list-style-type: none"><li>• Introduction to the course</li><li>• Strategic Management and Strategic Competitiveness (Ch. 1)<ul style="list-style-type: none"><li>The competitive landscape</li><li>The I/O model of above-average returns</li><li>The resource-based model of above-average returns</li><li>Vision and mission</li><li>Stakeholders</li><li>Strategic leaders</li><li>The strategic management process</li></ul></li><li>• The External Environment: Opportunities, Threats, Industry Competition, and Competitor Analysis (Ch. 2)<ul style="list-style-type: none"><li>The general, industry, and competitor environments</li><li>External environmental analysis</li><li>Segments of the general environment</li><li>Industry environment analysis</li><li>Interpreting industry analyses</li><li>Strategic group</li><li>Competitor analysis</li><li>Ethical considerations</li></ul></li><li>• The Internal Organization: Resources, Capabilities, Core Competencies, and Competitive Advantages (Ch. 3)<ul style="list-style-type: none"><li>Analyzing the internal organization</li><li>Resources, capabilities, and core competencies</li><li>Building core competencies</li></ul></li></ul>	Homework Assignment Discussion



2	<ul style="list-style-type: none"><li>• The Internal Organization: Resources, Capabilities, Core Competencies, and Competitive Advantages (Ch. 3)<ul style="list-style-type: none"><li>Outsourcing</li><li>Competencies, strengths, weakness, and strategic decisions</li></ul></li><li>• Business-Level Strategy (Ch. 4)<ul style="list-style-type: none"><li>Customers: Their relationship with business-level strategies</li><li>The purpose of a business-level strategy</li><li>Types of business-level strategies</li></ul></li><li>• Corporate-Level Strategy (Ch. 6)<ul style="list-style-type: none"><li>Level of diversification</li><li>Reasons of diversification</li><li>Value-creating diversification: related constrained and related linked diversification</li><li>Unrelated diversification</li><li>Value-neutral diversification: Incentives and Resources</li><li>Value-reducing diversification: Managerial motives to diversify</li></ul></li></ul>	Homework Assignment Discussion <b>Midterm 1</b>
3	<ul style="list-style-type: none"><li>• Merger and Acquisition Strategies (Ch. 7)<ul style="list-style-type: none"><li>The popularity of merger and acquisition strategies</li><li>Reasons for acquisitions</li><li>Problems in achieving acquisition success</li><li>Effective acquisitions</li><li>Restructuring</li></ul></li><li>• International Strategy (Ch. 8)<ul style="list-style-type: none"><li>Identifying international opportunities</li><li>International strategies</li><li>Environmental trends</li><li>Choice of international entry mode</li><li>Risks in an international environment</li><li>Strategic competitiveness outcomes</li><li>The challenge of international strategies</li></ul></li><li>• Corporate Governance (Ch. 10)<ul style="list-style-type: none"><li>Separation of ownership and managerial control</li><li>Ownership concentration</li><li>Board of directors</li></ul></li></ul>	Homework Assignment Discussion Individual Case Study Distribution <b>Midterm 2</b>
4	<ul style="list-style-type: none"><li>• Corporate Governance (Ch. 10)</li></ul>	Homework Assignment



	<p>Market for corporate control International corporate governance Governance mechanisms and ethical behavior</p> <ul style="list-style-type: none"> <li>• Strategic Leadership (Ch. 12) <ul style="list-style-type: none"> <li>Strategic leadership and style</li> <li>The role of top-level managers</li> <li>Managerial succession</li> <li>Key strategic leadership actions</li> </ul> </li> <li>• Strategic Entrepreneurship (Ch. 13) <ul style="list-style-type: none"> <li>Entrepreneurship and entrepreneurial opportunities</li> <li>Innovation</li> <li>Entrepreneurs</li> <li>International entrepreneurship</li> <li>Internal innovation</li> <li>Implementing internal innovations</li> <li>Innovation through cooperative strategies</li> <li>Innovation through acquisitions</li> <li>Creating value through strategic entrepreneurship</li> </ul> </li> <li>• Review for final exam</li> </ul>	<p>Discussion Case Study Report Due <b>Final Exam</b></p>
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### Academic Integrity:

Students are encouraged to study together, and to discuss lecture topics with one another, but all other work should be completed independently.

Students are expected to adhere to the standards of academic honesty and integrity that are described in the Shanghai Normal University's *Academic Conduct Code*. Any work suspected of violating the standards of the *Academic Conduct Code* will be reported to the Dean's Office. Penalties for violating the *Academic Conduct Code* may include dismissal from the program. All students have an individual responsibility to know and understand the provisions of the *Academic Conduct Code*.

### Special Needs or Assistance:

Please contact the Administrative Office immediately if you have a learning disability, a medical issue, or any other type of problem that prevents professors from seeing you have learned the course material. Our goal is to help you learn, not to penalize you for issues which mask your



learning.