**Syllabus**

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| **Course Introduction** |
| Course Responsible Person | ZHAO Yanhai | Course QR Code |
| Members of the Course Team | JIA Xudong, WANG Yu, UO Xiaoyi |
| Course Title | Strategic Management |
| Course Category | Specialized selective |
| Credit/Contact Hours | 2/36 |
| Student Group | Part-time MBA, Second Year |
| Previous Basic Course | Introduction to Management Theories |
| Courses Related to This Course | Managerial Economics, Marketing, Organizational Behavior, etc. |
| **Course Description** |
| (a description within 300 words including learning objectives, course content, delivery mode, course features, as well as course award, which will be used for students’ course selection and digital publicity.) |
| **Course Objectives** |
| Alignment with the School’s Mission | Talent Cultivation [ ]  | Global Perspective [ ]  |
| Scientific Research [ ]  | Local Commitment [ ]  |
| Social Service [ ]  | Leadership & Social Responsibility [ ]  |
| Alignment of Course Objectives with Program LG & LO | Program LG |
| Program LO1 |
| Program LO2 |
| Alignment of Course Contents with Course Objectives | Please state the general course design ideas, specifying the learning objectives of knowledge, ability, and essential quality. Teachers should align the course contents, delivery mode and, assessment with each objective. The number of the objectives ranges from 3 to 5.Course Objectives 1Course Objectives 2Course Objectives 3Course Objectives 4 |
| Benchmarking Courses of top international and national institutions | Domestic (University/School Name, Course Title, Student, Delivery Mode, Credit/Contact Hours) |
| Domestic (University/School Name, Course Title, Student, Delivery Mode, Credit/Contact Hours) |
| Abroad (University/School Name, Course Title, Student, Delivery Mode, Credit/Contact Hours)  |
| **Course Content and Learning Hour Allocation** |
| Contact Hours | 36 |
| Course Content | Orientated to a company’s holistic situation and future development, the course introduces and presents all the aspects of strategic management in terms of corporate operations and development. And from an integrated point of view, the external and internal analysis, competitive advantage, value chain, strategic objective, strategic posture, competitive strategy, strategy implementation, strategic control, internationalization as well as strategic changes are described in details. The delivery of the course attaches importance to the combination of theory presentation and case analysis, as well as modern MOOC delivery. The pedagogy utilizes methods of inspiration, discussion, and interaction to upgrade students’ critical thinking and problem-solving abilities from multiple angles and levels. The teaching combines case analysis, group discussion, demonstration, targeted research, and group practice. The cases are both from China and international sources to approach Chinese context and globalized competition. Thus, the students can fully connect their working experiences and feelings to the course, and thus be motivated to better understand the concepts and practices and strategic management, and to upgrade their practical skills.The course has 2 credits, with a total face-to-face teaching duration of 36 hours, where about 30 are lecture hours, and 6 are case discussion hours.  |
| Learning Hour Allocation/Learning Objectives |

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| **Chapter/Section** | **Hour** | **Requirements** |
| **\*1** | **\*2** | **\*3** | **\*4** |
| **Chapter I Introduction to Strategic Management: Strategy and Strategic Thinking** | **3** |  |  |  |  |
| 1.1 Characteristics and contents of strategic management1.2 Definition, process and levels of Strategic management1.3 Basic strategic thinking models 1.4 Development of strategic management theories |  | √ |  | √√ | √√ |
| **Chapter II Strategic Piloting: Mission, Vision and Objective** | **3** |  |  |  |  |
| 2.1 Mission2.2 Vision2.3 Strategic objective |  | √√ | √ | √√ | √ |
| **Chapter III External Environment Analysis: Opportunity, Challenge, and Industrial Competition** | **3** |  |  |  |  |
| 3.1 Importance and aims of external analysis3.2 Macro-environment analysis3.3 Industrial and competitive environment analysis3.4 Market environment analysis3.5 Methods of external environment analysis |  | √√ | √√ | √ | √ |
| **Chapter IV Internal Environment Analysis: Resource, Capability and Core Competence** | **3** |  |  |  |  |
| 4.1 Importance and aim of internal environment analysis4.2 Corporate resources and capabilities4.3 Core competences4.4 Corporate value-chain4.5 Methods of internal environment analysis |  | √√ | √√√ | √√ | √ |
| **Chapter V Corporate Strategy: Allocation and Value-creation** | **8** |  | √ |  |  |
| 5.1 Strategy and structure5.2 Strategic directions5.3 Forces of strategic development5.4 Ways of strategic development5.5 Value and roles of headquarters |  | √√ | √√ | √√ | √ |
| **Chapter VI Competitive Strategy: Value-creation and sustainable Competitive Advantage** | **6** |  |  |  |  |
| 6.1 Competitive advantage and corporate value-creation6.2 Basic competitive strategy analysis6.3 Formation of sustainable competitive advantage6.4 Competitive strategy in dynamic environment |  | √√ | √ | √ | √√ |
| **Chapter VII Methods of Strategy Selection: Strategy Alignment and Selection** | **3** |  |  |  |  |
| 7.1 Factors of strategy selection7.2 Analysis framework for strategy selection7.3 Methods of strategy selection7.4 Methods of strategy assessment |  | √√√ | √ | √ | √√√ |
| **Chapter VIII Corporate Governance: Principal-agent and Stakeholder Needs** | **3** |  |  |  |  |
| 8.1 Introduction to corporate governance8.2 Corporate governance and strategic management8.3 Board of directors8.4 Executive incentive |  | √ | √ | √√ | √√ |
| **Chapter IX Strategy Implementation: Organizational Guarantee, Functional Strategy and Strategic Leaders** | **4** |  |  |  |  |
| 9.1 Strategy implementation9.2 Organizational structure9.3 Functional strategy9.4 Strategic leaders |  | √ | √√ | √ | √ |
| **Chapter X Strategic Changes: Principal for Sustainable Development** | **2** |  |  |  |  |
| 10.1 Definitions of strategic changes10.2 Drivers of strategic changes10.3 Logic of strategic changes10.4 Types of strategic changes10.5 Ways of strategic changes10.6 Process of strategic changes10.7 Handicaps of strategic changes |  | √ | √√√√ | √ | √√ |

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| **Pedagogical Methods (3 at least)** |
| **Method** | **Contact Hour** | **Method** | **Contact Hour** |
| Lecture |  | Group Discussion |  |
| Self-learning |  | On-line Learning |  |
| Case Study |  | Enterprise visit |  |
| ERP Sand Table Simulation |  | Flipped Classroom |  |
| Other (Please Specify) |  | Other (Please Specify) |  |
| **Course Assessing Methods (3 at least)** |
| **Method** | **Weighting (%)** | **Method** | **Weighting (%)** |
| Pre-test |  | Attendance |  |
| Quiz |  | Presentation |  |
| Report |  | Assignment |  |
| Final Written Exam |  | Midterm Written Exam |  |
| Other (Please Specify) |  | Other (Please Specify) |  |
| **Teaching Materials and Main References** |
| Monograph | *Book Title*, Author, Publishing House, Publishing time. (Chinese, English, Self-edited) |
| Chinese：魏江,邬艾奇. 战略管理[M]. 北京: 机械工业出版社, 2017. |
| English：Lynch,R. Strategic Management(7th)[M].Peasron,2015. |
| Self-edited：赵雁海译.战略管理[M].北京:人民大学出版社,2021.贾旭东.战略管理[M].北京:清华大学出版社,2018. |
| Reference | *Book Title*, Author, Publishing House, Publishing Time. (5 at least) |
| 王方华、吕巍等.战略管理(第二版)[M]. 北京: 机械工业出版社, 2010.赵雁海, 姚烨, 刘力宾编译. 战略展望学: 企业和地方行政实践[M]. 巴黎: UNESCO/Dunod, 2011.  |
| Journal | *Article Title*, Author, Journal Title, publishing time. (10 piece at least) |
| 谭力文.企业战略管理理论的理解与思考——兼与徐全军商榷.中国社会科学报, 2012,8,27: A04.徐全军.对现有战略管理理论的质疑.中国社会科学报, 2012,4,9: A08.Amit, R., Zott, C..Value Creation in E-business. Strategic Management Journal, 2001, 22(6-7): 493-520.Ansoff, I. H. Corporate Strategy: An Analytic Approach to Business Policy for Growth and Expansion. New York: McGraw- Hill, 1965.Barney, J. B. Firm Resources and Sustained Competitive Ad-vantage. Journal of Management,1991,17(1): 99-120.Barney, J. B. Strategic Factor Markets: Expectations, Luck, and Business Strategy. Management Science, 1986, 32(10): 1231-1241.Chandler, A. D. Strategy and Structure. Cambridge, MA: MIT Press,1962.Freeman, R. E. Strategic Management: A Stakeholder Approach. Boston: Pitman, 1984. |
| Important Websites Related to the Course | 5 at least | http://www.laprospective.fr |
|  | http://strategicmanagement.net/ |
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| **Appendix** |
| 1: Reading Material/Reference List. (10 at least)  |
| 2: Teaching Cases Used. (5 at least)

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| **Case Title** | **Purpose** | **Chapter/****Section** | **Utilization Method** |
| Tecent’s Wechat | Concept Introduction | Beginning of Chapter I | Reading (20m)Group Discussion (10m)Presentation (15m)Comments(5m) |
| Apple’s Commercial Strategy | Application Case  | End of Chapter I | Same as above |
| Zhuge Liang’s Dialogue | Concept Introduction | Beginning of Chapter II | Same as above |
| Alibaba’s Business Ecological Circle | Application Case  | End of Chapter II | Same as above |
| 4G and China’s Telecome Industry | Concept Introduction | Beginning of Chapter III | Same as above |
| Alibaba and Tecent’s Fight over O2O | Application Case  | End of Chapter III | Same as above |
| General Tianji’s Horse Racing | Concept Introduction | Beginning of Chapter IV | Same as above |
| Haidilao (Hotpot)’s Business  | Application Case  | End of Chapter IV | Same as above |
| Leshi TV | Concept Introduction | Beginning of Chapter V | Same as above |
| Decline of Giant Group | Application Case  | End of Chapter V | Same as above |
| Uniqlo’s Inventory Management | Concept Introduction | Beginning of Chapter VI | Same as above |
| Mi’s Differentiation | Application Case  | End of Chapter VI | Same as above |
| Google’s Growth | Concept Introduction | Beginning of Chapter VII | Same as above |
| Pin An Bank’s Development | Application Case  | End of Chapter VII | Same as above |
| AIG’s Crisis  | Concept Introduction | Beginning of Chapter VIII | Same as above |
| Wanke’s Share-holder Plan | Application Case  | End of Chapter VIII | Same as above |
| Huawei’s Organizational Adjustment | Concept Introduction | Beginning of Chapter IX | Same as above |
| JD’s Platform Strategy | Application Case  | End of Chapter IX | Same as above |
| New Energy Vehicle | Concept Introduction | Beginning of Chapter X | Same as above |
| Strategic Changes in Financial Biology | Application Case  | End of Chapter X | Same as above |

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| 3: Other Multimedia Materials. (3 at least) |
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| Audiovisual Materials | Amount (No.) |  |
| Total duration (Minutes) |  |
| Textual Materials | Quantity (No.) |  |
| Exercises | Amount of exercise (No.) |  |
| Others (Please Specify) | Quantity/Amount |  |
| Others (Please Specify) | Quantity/Amount |  |

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