

Syllabus of Strategic Management for IMBA Spring, 2020

Course: Strategic Management

Dr. WANG Zhihui

Friday: 9: 50—12: 10am

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Course Overview and Objectives

The fundamental question that this course addresses is “why are some firms more successful and more profitable than others?” This is both a static and dynamic question, in that we can ask why a given firm is profitable at a moment in time, as well as how a firm has sustained competitive advantage over a period of time.

This course aims to give you the tools, frameworks, and ideas necessary to develop business unit and corporate strategies for your own organizations that fit, both in the short run and the long run. The course is also about top management and the total organization. As such, it is an integrative course emphasizing a “general management” or total organizational perspective as opposed to a functional viewpoint (accounting, finance, marketing, operations, etc.). A general management perspective is necessary because the formulation and implementation of effective strategies requires a precise understanding of the interrelationships among the different functions of the organization and the relationships of these functions to the business environment.

Reference Materials

**Strategic Management: Concepts and cases
(12e, English Version)**

**Authors: Michael A. Hitt, R. Duane Ireland,
China Renmin University Press, 2017.8**



Course Outline:

week	hours	Topics
1	3	Introduction to the Course Chapter 1 Basics about strategy
2	3	Chapter 2 The External Environment: Opportunities, Threats, Industry Competition and Competitor analysis
3	3	Chapter 2 (continued)
4	3	Chapter 3 The Internal Organization: Resource, Capabilities, Core Competencies and Competitive Advantage
5	3	Chapter 3(Continued) Chapter 4 Business Level Strategies: which one to employ?
6	3	Chapter 4 (Continued) Chapter 5: Cooperative Rivalry and Competitive Dynamics
7	3	Chapter 6 Corporate-level Strategy:
8	3	Chapter 6 Corporate-level Strategy (continued)

Reference Readings

1. Michael .E. Porter,1985,Competitive Advantage,Free Press, new York
2. Michael .E. Porter,1980,Competitive Strategy:Techniques for Analyzing Industry and Competitors,Free Press, new York
3. Michael E. Porter, 1998, On Competition, Harvard Business School press
4. David B. Yoffie, 2001, Judo Strategy: Turning Your Competitors' Strength to Your Advantage, Harvard Business School Press
5. H.Mintzberg 1998,The Strategy Process:Concepts, Contexts and Cases, Prentice Hall
6. Henry Mintzberg,1994, The Rise and Fall of strategic Planning,Prentice Hall
7. W. Chan Kim, Renee Mauborgne,2005, Blue-ocean Strategy, Harvard Business School press
8. Harvard Business Review
9. Business week

Performance Evaluation

1. Attendance and Participation	15%
2. Homework	20%
3. Quiz	15%
4. Final Exam (written)	50%
Total:	100%