

Capital University of Economics and Business

Overseas Chinese College

Course Syllabus

<u>Year and Semester</u>	2019 Fall (Sep 2, 2019 – Jan 13, 2020)
<u>Course Name</u>	Strategic Management
<u>Course Code</u>	MAG423
<u>Course Type</u>	<input type="checkbox"/> General Education(Required) <input type="checkbox"/> General Education (Elective) <input type="checkbox"/> Professional Course (Required) <input checked="" type="checkbox"/> Professional Course (Elective) <input type="checkbox"/> Basic Disciplinary Course
<u>Course Credits</u>	3
<u>Course Hours</u>	48
<u>Prerequisites</u>	None
<u>Instructor</u>	Luna Wang
<u>Contact Information</u>	Office: B109 Tele: (010) 83951109 Email: wangyue@cueb.edu.cn
<u>Office Hour</u>	M 9:30-11:30 T 15:00-17:00 W 14:30-16:30
<u>Learning Centre</u>	T 18:00-20:00 Th. 9:00-11:00
<u>Grade/Section</u>	2016BA
<u>Course Time/Place</u>	W: 8:00-9:50 TH: 8:00-8:50 A204

Textbook

Strategic Management, 战略管理: 竞争与全球化 (概念) (英文版·原书第 12 版), [美] 迈克尔·A·希特 (Michael A.Hitt) R.杜安·爱尔兰 (R.Duane Ireland) 罗伯特·E·霍斯基森 (Robert E.Hoskission) 著

Course Description

Strategic management is a challenging and exciting capstone course that will allow students to function as the owner or chief executive officer of different organizations. Their major task in this course will be to make strategic decisions and to justify those decisions through oral and written communication. Strategic decisions determine the future direction and competitive position of an enterprise for a long time. Decisions to expand geographically or to diversify are examples of strategic decisions.

In this course, students can look forward to making strategic decisions both as an individual and as a member of a team. No matter how hard employees work, an organization is in real trouble if strategic decisions are not made effectively. Doing the right things (effectiveness) is more important than doing things right (efficiency).

Learning Objectives

To complete this course successfully, students should have the fully understanding of:

1. How to prepare and present a case analysis
2. The nature of strategic management
3. The business vision and mission
4. The external assessment
5. The internal assessment
6. Strategies in action
7. Strategy analysis and choice
8. Implementing strategies: management and operations issues
9. Implementing strategies: marketing, finance/accounting, R&D, and MIS issues
10. Strategic review, evaluation, and control
11. Business ethics/social responsibility/environmental sustainability
12. Global/international issues

Teaching Methods

This course contains lectures, class discussions, essay, presentation and a final exam. Textbook content will be introduced first. Then real case and practice questions will be delivered to students as a way to test their understanding of the knowledge. This will require individual or group assignment in or after class.

Grade Criterion

Component	Weight	Description
Final Exam	20%	A cumulative final examination will be given based on all of the contents of the class. The exam paper may be composed of multiple-choice questions, short answer questions, essay questions, problems, and preparation of financial statements. Students should rely primarily on homework assignments to give them a sense of what they may see for material on exams.
Mid-Term Presentation	15%	A personal presentation will be given on a chosen Strategic Management topic.
Personal Reflection Paper	15%	A personal paper reflecting students' thoughts and analyses on a chosen Strategic Management case.
Group Project and Presentation	30%	The students will be divided into several groups to prepare a presentation for a complex case. Each student is required to be involved in the presentation. The topics will be given and chosen in class.

Participation	10%	Frequency and quality of class participation including answering questions, asking questions, lead group discussions, and so on.
Attendance	10%	Refer to attendance policy listed below
Total	100%	

Detailed Grade Computation

	BeforeMidterm	AfterMidterm
Attendance	5%	5%
Participation	5%	5%
Paper	15%	
Midterm Presentation	15%	
Group Project		30%
Final exam		20%
Total	40%	60%

Grading Policy

A+ 97-100 A 93-96 A- 90-92 B+ 87-89 B 83-86 B- 80-82
 C+ 75-79 C 70-74 C- 67-69 D+ 63-66 D 62-60 F 0-59

Exam Schedule

Midterm Presentation: October 30-31

Final Exam: January 1-10

Assessment of Student Performance

Self-Study and Reading ability Practice

Instructor will give out the chapters or the reference books to read and use class hours to have discussion; students should be able to show a proactive attitude and ability for self-study and reading. Knowledge and oral English will be elements of homework or presentation score.

Homework

Students should finish their homework by themselves. Copying from others will be treated as cheating and the homework scores will be lowered. Students should hand in all assignments on time. Late assignments will be accepted at the discretion of the instructor (i.e., when the student was ill or had an excused absence). Late assignments without reasonable proof will be reduced in score by 50%.

Attendance

Because the course covers a great deal of material, attending every class session is very important for performing well.

- ♦ **Being late for 15 minutes or more is considered an absence.**
- ♦ Five hours or above of unexcused absences will result in the lower level of the final grade by one grade band (e.g. from C – to D +). Any excused absence must be discussed directly with the teacher.
- ♦ Absence which is more than 1/3 of the total teaching hours will cause an F (a failing grade) directly.

but students are welcome to continue attending classes.

- ♦ An incomplete grade (I) will be considered in case of medical or family emergencies.

☞ Participation

- ♦ Students should participate in classes actively. Half of participation grade is determined by their presentation in class. They are encouraged to ask questions relevant to the subject and express their own opinions. Every student should respect the ideas, opinions, and questions of their classmates.
- ♦ Students should also use office hours to ask questions or talk with the instructor for good communication and effective learning.
- ♦ Frequent visiting the instructor and chatting in English during office hours is highly recommended.
- ♦ Any misbehavior and non-class related activities in class will result in the lower level of the participation grade, including ringing cell phones.
- ♦ All above behaviors will be solely evaluated by the instructor for scoring.

☞ Textbook

Students must bring the textbook to class.

Topical Course Outline

Week	Date	Topics	Homework
1	Sep 4	● Syllabus Chapter 1: Strategic Management and Strategic Competitiveness	—
	Sep 5	1. Review 2. Case Study- strategic leaders	—
2	Sep 11	● Chapter 2: The External Environment: Opportunities, Threats, Industry Competition and Competitor Analysis	—
	Sep 12	1. Review 2. Case Study-Competitor Analysis	—
3	Sep 18	● Chapter 3: The Internal Organization: Resources, Capabilities, Core Competencies, and Competitive Advantages	—
	Sep 19	1. In-class activity 2. Instructions on the personal paper and presentation	—
4	Sep 25	● Chapter 4: Business-Level Strategy	—
	Sep 26	1. Review 2. In-class activity	—
5	Oct 9	● Chapter 5: Competitive Rivalry and Competitive Dynamics	—
	Oct 10	1. Review 2. Documentary watching	—
6	Oct 16	● Chapter 6: Corporate-Level Strategy	—
	Oct 17	<i>Seminar-Conversations with a big company's employer</i>	The date maybe adjusted to the guest speaker's schedule
7	Oct 23	● Chapter 7: Merger and Acquisition Strategies	Paper Due
	Oct 24	1. Review	—

		2. In class activity-Merger Game	
8	Oct 30	● <u>Midterm Personal Presentation</u>	Analyze strategic management in a selected company
	Oct 31	● <u>Midterm Personal Presentation</u>	Analyze strategic management in a selected company
9	Nov 6	● Chapter 8: International Strategy	—
	Nov 7	<i>Seminar-Conversations with a big company's employer</i>	The date maybe adjusted to the guest speaker's schedule
10	Nov 13	● Chapter 9: Cooperative Strategy	—
	Nov 14	1. Review 2. Case Study	—
11	Nov 20	● Chapter 10: Corporate Governance	—
	Nov 21	Documentary Watching	—
12	Nov 27	● Chapter 11: Organizational Structure and Controls	—
	Nov 28	Instructions on the final group project	Forming groups for the final group project
13	Dec 4	● Chapter 12: Strategic Leadership	—
	Dec 5	In-class activity-Leadership Game	—
14	Dec 11	● Chapter 13: Strategic Entrepreneurship	
	Dec 12	<i>Field Trip to a nearby company</i>	The date/place maybe adjusted to the real situation
15	Dec 18	Presentation	—
	Dec 19	Presentation	—
16	Dec 25	Presentation	—
	Dec 26	Review	—
17		Final Exam	—

Note: Some chapters or sections may leave for self-study, this is the students' duty to learn and understand, they may also be included in the quizzes or exams.

A review in Chinese may be held during L.C. and O.H. in the semester.

Teacher's Office Hour

◆The instructor's office hour is shown in the front of the office door.

- ♦ Students are suggested to use the instructor's office hour and learning center to ask questions or talk with the instructor once at least per week for good communication and effective learning, which is recorded in the students' participation.
- ♦ The time can be scheduled by instructors or students, or both.

Cheating and Plagiarism

Cheating is not tolerated. Any student caught cheating on a quiz; test or exam will be given a mark of zero (0) for the particular work. At the beginning of the semester the definition of plagiarism will be carefully explained, when any thoughts or writings of another person are used, they must be clearly identified (usually one uses quotation marks) and the source notes. **If any student is caught cheating on any homework assignment, the highest score the student can earn in that course is a "C".**

Important Dates

Fall Semester, 2019	Sep 2, 2019— Jan 13, 2020
August 30	Registration
September 2	Classes Begin
September 6	Last Day to Drop or Add a course
September 13	Mid-Autumn Festival
October 1	National Day
October 28-November 1	Midterm Test
July 1, 2020	New Year's Day
Jan 1-10	Final Exam Period
Jan 13	Winter Vacation Begins

Note: Over the course of the semester, every attempt will be made to follow the daily schedule listed in the syllabus. However, depending on overall class progress, the syllabus may be adjusted. Any departures from the syllabus will be announced in class.

Instructor:

Department Head:

