

Capital University of Economics and Business

Overseas Chinese College

Course Syllabus

<u>Year and Semester</u>	Year 3 (2022 Spring)
<u>Course Name</u>	Strategy Management
<u>Course Code</u>	BC303
<u>Course Type</u>	<input type="checkbox"/> General Education (Required) <input type="checkbox"/> General Education (Elective) <input type="checkbox"/> Basic Disciplinary Course <input type="checkbox"/> Professional Course (Required) <input checked="" type="checkbox"/> Professional Course (Elective) <input type="checkbox"/> Professional Course (Expanded)
<u>Course Credits</u>	3
<u>Course Hours</u>	48
<u>Prerequisites</u>	None
<u>Instructor</u>	Yue Wang
<u>Contact Information</u>	Office: C105 Tele: (010) 83951109 Email: wangyue@cueb.edu.cn
<u>Office Hour</u>	M 15:25-16:10 T 15:25-16:10 W 15:25-17:00 Th 13:30-15:05
<u>Learning Centre</u>	Th 15:25-17:00 & 18:00-20:00
<u>Grade/Section</u>	2019 BA
<u>Course Time/Place</u>	W 9:55-12:20 5#204

Textbook

Thompson, Strickland and Gamble, Crafting and Executing Strategy: The Quest for Competitive Advantage, 21th Edition

Course Description

An examination of the formulation of corporate strategy in business enterprises with emphasis on the economic, political, and social influences on strategy. The course focuses on the application of corporate planning tools and analysis of the general manager tasks as an implementer of corporate strategy. Problems which affect the character and success of the total enterprise are examined. Cases are drawn from companies of various sizes in various industries. This course is open only to senior Business Administration majors or to others by permission of the instructor.

Student Learning Outcomes

Knowledge:

- Identify various business level strategy (Cognitive Level: Knowledge)

Capability

- formulate management strategies based on assessing the company's industry and competitive environment;
- analyze the company's market opportunities and threats;

- apply models covered during the class for crafting business strategy, reasoning carefully about strategic options, using “what-if” analysis to evaluate action alternatives, and making sound strategic decisions.
- develop the capacity to think strategically about a company, its present business position, long-term direction, resources and competitive capabilities, the caliber of its strategy, and its opportunities for gaining sustainable competitive advantage;
- build skills that will allow them to conduct strategic analysis in a variety of industries and competitive situations and, especially, to provide you with a stronger understanding of the competitive challenges; of a global market environment;
- explain the managerial tasks associated with implementing and executing company strategies and question the range of actions managers can take to promote competent strategy execution;

Mindset

- integrate the knowledge gained in prerequisite courses in the business school curriculum, show you how the various pieces of the business puzzle fit together and demonstrate why the different parts of a business need to be managed in strategic harmony for the organization to operate in winning fashion;
- develop managerial judgment in assessing business risk, improving ability to make sound business decisions, and achieve effective outcomes;
- gain an increasing awareness of organizational behavior, such as individual behavior and process, perception and learning in organizations, workplace emotions, attitudes, and stress, etc;
- have a good overall idea of the different aspects of organizational behavior, with a special understanding on how a manager manages the employees on the concern of their behavior.

Teaching Methods

This course contains lectures, first 3 weeks will be online courses through Tencent Meeting and Yunbanke, class discussions, homework, quizzes, presentation and exams. Textbook content will be introduced first. Then real cases 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.
Personal Paper	30%	A personal paper reflecting students’ thoughts and analyses on a chosen

		firm case.
Group Project and Presentation	30%	The students will be divided into several groups to write a final group report and prepare a presentation. Each student is required to be involved in the presentation. One group needs to write only one report. 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

	Before Midterm	After Midterm
Attendance	5%	5%
Participation	5%	5%
Personal Paper	30%	
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

Presentation:

Final Exam:

Assessment of Student Performance

☞ Self-Study and Reading ability Practice

Instructor will give out the chapters or the reference books to read and use offline hours and class hours to have discussions; students should be able to show a proactive attitude and ability for self-study and reading. Yunbanke (云班课) shared articles, links, group assignments and discussion questions should be read/done on time. 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%. **Students should use quotations and citations properly to avoid plagiarism. The format should be Times New Roman 12, double-spaced. Footnotes should be Times New Roman 10, single-spaced.**

☞ 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 cellphones.
- ♦ All above behaviors will be solely evaluated by the instructor for scoring.

Textbook

Students must bring the textbook to class.

Topical Course Outline

Date Due	Assignment
Week 1	Overview and orientation for the course Chapter 1
Week 2	Chapter 2 Case Study: VW
Week 3	Chapter 3 Case Study: Airbnb
Week 4	Chapter 4 Case Study: Costco
Week 5	Chapter 5 Case Study: LVMH
Week 6	Chapter 6 Case Study: Amazon
Week 7	Midterm Review <i>Guest Speaker (time to be determined)</i>
Midterm	Personal Paper Due
Week 8	Chapter 7 <i>Movie Watching</i>
Week 9	Chapter 8 Case Study: P&G

Week 10	Chapter 9 Debate (<i>Topic to be determined</i>)
Week 11	Chapter 10 Case Study: Zara VS. 韩都衣舍
Week 12	Chapter 11 Case Study: Tim Cook
Week 13	Chapter 12 <i>Movie Watching</i>
Week 14	A lecture from a guest speaker (TBA) Final Group Project Workshop
Week 15	Group project due
Week 16	Final Course Review

- Cases may be different from the list above

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.

In the first three weeks, yunbanke app and we meet app will be used as the main teaching method. The we meet app will be mainly used to inform the students daily study activities and tasks. Yunbanke app will be used as the main study platform to organize the study activities. When classes change back to school, yunbanke app will be mainly used to upload PPTS and release some learning materials.

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.

Important Dates (May be rescheduled)

Spring Semester, 2022	Feb 27, 2022— July 17, 2022
Feb.27	Registration
Feb.28	Classes Begin
Mar.4	Last Day to Drop or Add a Course
Apr.5	Qing Ming Festival
Apr.22	Spring Sports
Apr.25 -29	Midterm Test (tentative)
May 1	Labor Day
June 3	Dragon-Boat Festival
June 20-24	Sophomore and Junior students' Final Exam
June 27-July17	Sophomore and Junior students' Social Practice
July11-15	Revision and Final Exam Period
July 18	Summer Vacation Begins

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".**

Department Head:

