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# Capital University of Economics and Business

## Overseas Chinese College

### Course Syllabus

<b><u>Year and Semester</u></b>	2020 Fall
<b><u>Course Name</u></b>	Утсvgi лe'O cpci go gpv
<b><u>Course Code</u></b>	CMAG423
<b><u>Course Type</u></b>	<input type="checkbox"/> General Education(Required) <input type="checkbox"/> General Education (Elective) <input type="checkbox"/> Professional Course (Elective) <input checked="" type="checkbox"/> Professional Course (Required) <input type="checkbox"/> Basic Disciplinary Course
<b><u>Course Credits</u></b>	3
<b><u>Course Hours</u></b>	48
<b><u>Prerequisites</u></b>	None
<b><u>Instructor</u></b>	Luna Wang
<b><u>Contact Information</u></b>	Office: C105 Tele: (010) 83951109 Email: wangyue@cueb.edu.cn
<b><u>Office Hour</u></b>	M 3pm-5pm T 3pm-5pm Thur 3pm-5pm
<b><u>Learning Centre</u></b>	W 4pm-6pm 6pm-8pm
<b><u>Grade/Section</u></b>	2017BA
<b><u>Course Time/Place</u></b>	W 8:00-9:00 #5 109 Th 10:10-11:00 #5 109

#### **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.

#### **Learning Objectives**

- a. Students will be able to identify company strategy (Cognitive Level: Knowledge)
- b. Students will be able to formulate management strategies based on assessing the company's industry and

competitive environment. (Cognitive Level: Analysis)

- c. Students will be able to analyze the company’s market opportunities and threats (Cognitive Level: Analysis)
- d. Students will be able to 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.
- e. Students will be able to 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. (Cognitive Level: Application)
- f. Students will be able to 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. (Cognitive Level: Synthesis)
- g. Students will be able to 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. (Cognitive Level: Comprehension)
- h. Students will be able to 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. (Cognitive Level: Synthesis)
- i. Students will be able to develop managerial judgment in assessing business risk, improving ability to make sound business decisions, and achieve effective outcomes. (Cognitive Level: Application) Through the class, students are expected to gain an increasing awareness of organizational behavior, such as individual behavior and process, perception and learning in organizations, workplace emotions, attitudes, and stress, etc. By the end of the semester students should 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, class discussions, homework, quizzes, presentation and exams. 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 firm case.
Personal Reflection Paper	20%	A personal paper reflecting students' thoughts and analyses on a chosen firm case.
Group Project and Presentation	25%	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
<b>Total</b>	<b>100%</b>	

### **Detailed Grade Computation**

	<b>BeforeMidterm</b>	<b>AfterMidterm</b>
Attendance	5%	5%
Participation	5%	5%
Paper	20%	
Midterm test	15%	
Group Project		25%
Final exam		20%
Total	45%	55%

### **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 26-30

Final Exam: Dec 30-Jan 8, 2021

### **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

<b>Date Due</b>	<b>Assignment</b>
Week 1 Sep 9	Overview and orientation for the course How to prepare a case for class see case guide in book Chapter 1
Week 2 Sep 16	Chapter 2 Case Study: VW
Week 3 Sep 23	Chapter 3 Case Study: Airbnb
Week 4 Sep 30	Chapter 4 Case Study: Costco
Week 5 Oct 7	Chapter 5 Case Study: LVMH
Week 6 Oct 14	Chapter 6 Case Study: Amazon
Week 7 Oct 21	Midterm Review <i>Guest Speaker (time to be determined)</i>

Midterm Oct 28	<b>Personal Presentations</b> <b>Personal Paper Due</b>
Week 8 Nov 4	Chapter 7 <i>Movie Watching</i>
Week 9 Nov 11	Chapter 8 Case Study: P&G
Week 10 Nov 18	Chapter 9 <b>Debate</b> ( <i>Topic to be determined</i> )
Week 11 Nov 25	Chapter 10 Case Study: Zara VS. 韩都衣舍
Week 12 Dec 2	Chapter 11 Case Study: Tim Cook
Week 13 Dec 9	Chapter 12 <i>Movie Watching</i>
Week 14 Dec 16	Review <b>Final Group Project Workshop</b>
Week 15 Dec 23	<b>Presentations and Group project due</b>
Dec 30-Jan 8, 2021	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".**

#### ***2020-2021 ACADEMIC CALENDAR***

***Fall Semester, 2020***

***August 29, 2020— January 10, 2021***

***Aug.29-30***

***Registration (Sophomores and Juniors)***

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<i>Aug.31</i>	<i>Classes Begin (Sophomores and Juniors)</i>
<i>Sep.5-6</i>	<i>Registration (Seniors)</i>
<i>Sep.7</i>	<i>Classes Begin (Seniors)</i>
<i>Sep.11</i>	<i>Last Day to Drop or Add a Course</i>
<i>Sep.19-20</i>	<i>Registration (Freshmen)</i>
<i>Sep.21-25</i>	<i>Entrance Education (Freshmen)</i>
<i>Sep.28</i>	<i>Classes Begin (Freshmen)</i>
<i>Oct.1</i>	<i>National Day &amp; Mid-Autumn Festival</i>
<i>Oct.26 - 30</i>	<i>Midterm Test (tentative)</i>
<i>Dec.19-22</i>	<i>Revision (Sophomores and Juniors)</i>
<i>Dec.23- Jan.1, 2021</i>	<i>Final Exam Period (Sophomores and Juniors)</i>
<i>Dec.26-29</i>	<i>Revision (Seniors)</i>
<i>Dec.30- Jan.8, 2021</i>	<i>Final Exam Period (Seniors)</i>
<i>Jan.1, 2021</i>	<i>New Year's Day</i>
<i>Jan.4</i>	<i>Winter Vacation Begins (Sophomores and Juniors)</i>
<i>Jan.4-8</i>	<i>Final Exam Period (Freshmen)</i>
<i>Jan.11</i>	<i>Winter Vacation Begins (Freshmen and Seniors)</i>

*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:** Luna Wang 王玥

**Department Head:**

