

Capital University of Economics and Business

Overseas Chinese College

Course Syllabus

Year and Semester	2025 Spring (Mar.9 – Jul.17)					
Course Name	Strategy Management					
Course Code	BC301					
Course Type	<input type="checkbox"/> General Education (Required) <input type="checkbox"/> Basic Disciplinary Course <input type="checkbox"/> Professional Course (Elective) <input checked="" type="checkbox"/> Professional Course (Advanced)		<input type="checkbox"/> General Education (Elective) <input type="checkbox"/> Professional Course (Required) <input type="checkbox"/> Professional Course (Expanded)			
Course Credits	3					
Course Hours	Total Class Hours	48	Lecture Hours	48	Experiment (Computer) Hours	0
Applicable object	<input type="checkbox"/> Freshman <input type="checkbox"/> Sophomore <input checked="" type="checkbox"/> Junior <input type="checkbox"/> Senior <input checked="" type="checkbox"/> Business Administration (Accounting) <input type="checkbox"/> Information Management and Information Systems (Finance)					
Prerequisites						
Instructor	Liya Bu (Catherine Bu)					
Contact Information	Office: C203 Tel: (010)83951085 E-mail: buliya@cueb.edu.cn					
Office Hour	T 11:30-12:20; 14:30-16:00 W 15:00-15:45 F 13:00-14:30					
Learning Centre	M 18:00-20:00 (online) T 13:00-14:30					
Grade/Section	2023BA					
Course Time/Place	23工管2班 W 9:55-12:20 A104 23工管3班 W 9:55-12:20 A203					
Textbook	Thompson, Strickland and Gamble, Crafting and Executing Strategy: The Quest for Competitive Advantage, 21th Edition, McGraw Hill ISBN 978 7111 65382 0					

Course Description

This course provides a comprehensive examination of the formulation and execution of corporate and business strategies. Moving beyond a traditional framework, the curriculum is deliberately contextualized within the overarching national strategies of high-quality development and the modernization of China's economic system. Students will explore how core strategic management concepts—including environmental analysis, competitive positioning, internationalization, and corporate governance—interact with and are shaped by China's development context. Emphasis is placed on analyzing how firms can align their strategic choices with the new development philosophy (innovation, coordination, green development, openness, and sharing) to build sustainable competitive advantages. The course utilizes a mix of global and Chinese enterprise cases to cultivate strategic thinkers who can navigate complex global markets while contributing to the development of a robust, secure, and innovative national industrial landscape.

Student Learning Objectives

On successful completion of this exam, candidates should be able to:

Knowledge	<ul style="list-style-type: none"> ➤ Identify and explain the core components of corporate and business-level strategy, and understand their role in the macro context of national economic development and industrial upgrading. ➤ Formulate management strategies based on a dual assessment of both the conventional industry/competitive environment and the opportunities and challenges presented by major national strategies and policy directions. ➤ Analyze a company's resources, capabilities, and market position, evaluating them against the imperatives of innovation-driven growth, green transformation, and supply chain resilience.
Capability	<ul style="list-style-type: none"> ➤ Develop the capacity to think strategically about a company's long-term direction, assessing how its strategy and competitive advantages can contribute to and be sustained by the broader national goals of high-quality development. ➤ Apply strategic analysis tools to evaluate real-world cases, with a particular focus on Chinese enterprises' practices in globalization ("Belt and Road Initiative"), technological self-reliance, and blended growth within the "dual-circulation" development pattern. ➤ Exercise sound managerial judgment in assessing strategic options, business risks, and implementation challenges, with an awareness of corporate social responsibility, ethical governance, and their impact on sustainable value creation.
Mindset	<ul style="list-style-type: none"> ➤ Build a systemic and strategic mindset that recognizes the intrinsic connection between firm-level strategy and the health, security, and competitiveness of the national industrial ecosystem. ➤ Cultivate a deep understanding of the competitive challenges and managerial tasks in a globalized environment, appreciating the strategic necessity of independent innovation and secure, controllable industrial and supply chains. ➤ Integrate knowledge from various business disciplines to understand how all parts of an organization must operate in strategic harmony, fostering a sense of professional responsibility and the initiative to contribute to national economic strength.

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.
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

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

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

Weekly Teaching Plan)

Week	Topics, Core Content & Integrated Perspectives	Platform & Teaching Activities	Homework & Assessment
1	<ul style="list-style-type: none"> ● Course Introduction: What is Strategy? ● Chapter 1: The Concept of Strategy, Levels of Strategy, Sources of Competitive Advantage. ➤ Ideological & Cutting-edge Perspective: Understanding the macro role of strategic management in promoting national high-quality economic development and building a modern industrial system. Introducing the new theory of "Dynamic Capabilities" to discuss the necessity of building sustainable competitive advantage in the VUCA era. 	<p>Lecture + Ice-breaker Discussion: "How should the strategy of a great enterprise align with national development?"</p>	<p>Individual Analysis Report Intro: Select a listed company, analyze one of its key capabilities using the VRIO framework, and evaluate its ESG performance.</p>

Week	Topics, Core Content & Integrated Perspectives	Platform & Teaching Activities	Homework & Assessment
2	<ul style="list-style-type: none"> ● Strategic Navigation: Vision, Mission, and Values ● Chapter 2: Crafting and Communicating Vision and Mission Statements. ➤ Ideological & Cutting-edge Perspective: Moving beyond profit, exploring the ultimate social responsibility of enterprises and sustainable business models. Analyzing how the missions of Chinese enterprises embody the "new development philosophy" and "patriotism and commitment". Case: Comparative analysis of mission statements from Chinese and foreign companies. 	<p>Lecture + Case Study Seminar: In-depth analysis of CATL's mission ("Advancing the Energy Transition, Contributing to Carbon Neutrality") and its alignment with national strategy.</p>	<p>Group Assignment: Draft a mission statement for a tech innovation company that incorporates the new development philosophy.</p>
3	<ul style="list-style-type: none"> ● Analyzing the External Environment ● Chapter 3: PESTEL Analysis, Five Forces Model. ➤ Ideological & Cutting-edge Perspective: Augmenting the traditional analytical framework with dedicated analysis of "Major National Strategic Plans (e.g., 14th Five-Year Plan, Carbon Neutrality Goals)" and "Industrial Chain Security Policies". Exploring the market opportunity restructuring brought by the "dual-circulation" development pattern. 	<p>Lecture + Group Scenario Analysis: Given an industry (e.g., semiconductors), analyze changes in its Five Forces model under the context of "dual-circulation" and "technological self-reliance".</p>	
4	<ul style="list-style-type: none"> ● Analyzing Internal Resources and Capabilities ● Chapter 4: VRIO Framework, Value Chain Analysis, Core Competencies. ➤ Ideological & Cutting-edge Perspective: When evaluating a firm's resources and capabilities, focus on assessing its "capacity for independent innovation", "green technology reserves", and "supply chain resilience". Introduce "ESG (Environmental, Social, and Governance)" as an emerging core dimension for measuring sustainable competitiveness. 	<p>Lecture + Workshop: Using BYD as a case, groups map its value chain and identify the core VRIO resources supporting its vertical integration and electrification transformation.</p>	<p><i>Individual Report Due</i></p>
5	<ul style="list-style-type: none"> ● Competitive Strategy: Gaining Competitive Advantage ● Chapter 5: The Five Generic Competitive Strategies (Cost Leadership, Differentiation, etc.). ➤ Ideological & Cutting-edge Perspective: Exploring the path for Chinese enterprises to upgrade from cost competition to quality competition, innovation competition, and brand competition under the national strategies of "Quality Powerhouse" and "Brand Powerhouse". Analyzing how "Digital Transformation" reshapes the implementation of competitive strategies. 	<p>Lecture + Case Debate: "Is the Cost Leadership strategy still effective in the high-end manufacturing sector?" (Using cases like Gree and Xiaomi).</p>	
6	<ul style="list-style-type: none"> ● Business Strategy: Actions, Timing, and Scope ● Chapter 6: Cooperative and Competitive Moves, Strategic Timing, Scope Decisions. ➤ Ideological & Cutting-edge Perspective: Analyzing strategic action choices for enterprises under national industrial policies 	<p>Lecture + Strategy Simulation Game: Simulate market entry timing and cooperation/competition decisions for a company in an emerging industry (e.g., Artificial Intelligence).</p>	<p>Prepare for the Midterm Strategic Report and Individual Analysis</p>

Week	Topics, Core Content & Integrated Perspectives	Platform & Teaching Activities	Homework & Assessment
	<p>of "strengthening weak links and reinforcing strong ones". Exploring the ecosystem strategic scope of platform companies (e.g., Ant Group) and the boundaries of compliant development and preventing disorderly expansion of capital.</p>		
7	<ul style="list-style-type: none"> ● Corporate-Level Strategy: Diversification and Synergy ● Chapter 8: Types of Diversification, Motivations, and Value Creation. <p>➤ Ideological & Cutting-edge Perspective: Critically analyzing the risks of "shifting from the real to the virtual economy" in diversification expansion. Exploring how conglomerates can use diversification to serve national strategies like "Rural Revitalization" and "Regional Coordinated Development", achieving synergy between economic and social value. Case: China Resources Group's "Diversification + Specialization" model.</p>	<p>Lecture + Guest Lecture (or Video Case): Invite a corporate strategy director to share gains, losses, and strategic trade-offs in diversification practice.</p>	
8	<ul style="list-style-type: none"> ● International Strategies ● Chapter 7: Motivations for Internationalization, Entry Modes, Localization Challenges. <p>➤ Ideological & Cutting-edge Perspective: Re-examining the internationalization strategies of Chinese enterprises within the context of "high-standard opening up" and the "Belt and Road Initiative". Emphasizing the maintenance of "industrial and supply chain security" and the practice of the "principle of extensive consultation, joint contribution, and shared benefits" in globalization.</p>	<p>Lecture + Global Role-Play: Simulate the different entry strategies and stakeholder communication for a Chinese new energy enterprise (e.g., LONGi Green Energy) in Europe/US and BRI countries.</p>	
9	<p>Midterm Week: Individual Strategic Paper Submission No formal lecture.</p>	<p>Independent Work</p>	<p>Midterm Individual Strategic Analysis Paper Due (Core individual assessment).</p>
10	<ul style="list-style-type: none"> ● Strategy Execution: Governance, Ethics, and Leadership ● Chapter 9 & 12: Business Ethics, CSR, Strategic Leadership. <p>➤ Ideological & Cutting-edge Perspective: In-depth discussion on corporate governance under the "modern enterprise system with Chinese characteristics", particularly "integrating Party building with corporate governance". Analyzing the impact of the "common prosperity" policy direction on corporate compensation systems, tax planning, and social responsibility strategies.</p>	<p>Lecture + Structured Debate: "While pursuing shareholder value maximization, should enterprises bear broader social responsibilities? (Focus on platform economy, data ethics, etc.)".</p>	
11	<ul style="list-style-type: none"> ● Strategy Execution: Structure and Control ● Chapter 10: Matching Structure to Strategy, Budgetary Control, Balanced Scorecard. <p>➤ Ideological & Cutting-edge Perspective: Exploring how organizational structure supports the dual goals of "agile</p>	<p>Lecture + Design Workshop: Design a new organizational structure and control system for a traditional manufacturing enterprise transitioning to smart manufacturing.</p>	<p>Final group project intro.</p>

Week	Topics, Core Content & Integrated Perspectives	Platform & Teaching Activities	Homework & Assessment
	<p>innovation" and "safety and compliance". Analyzing frontier practices like "Industrial Internet Platforms" and "Agile Organizations" (e.g., Huawei's Army Organizational Units) in enhancing strategy execution.</p>		
12	<ul style="list-style-type: none"> ● Strategy Execution: Culture and Digital Transformation ● Chapter 11 & Cutting-edge Topic: Corporate Culture, Digital Strategy Execution. <p>➤ Ideological & Cutting-edge Perspective: Exploring how to cultivate a corporate culture that supports "hardcore technological innovation" and the "craftsmanship spirit". Special topic discussion: "Digital Transformation" is not just a technological upgrade, but a comprehensive and profound strategic change involving strategy, organization, and culture.</p>	<p>Lecture + "Culture Decoding" Activity: Analyze how ByteDance's "Always Day 1" culture drives the rapid iteration and execution of its digital strategies.</p>	Group project outline
13	<ul style="list-style-type: none"> ● Frontiers in Chinese Strategic Management Seminar Topic 1: Enterprise Strategic Transformation under the "Carbon Neutrality" Goal (Green Finance, Carbon Asset Management, Circular Economy Models). Topic 2: "Digital China" and Industrial Internet Strategy (Data as a Factor of Production, Platform Ecosystems, Industry Enablement). Topic 3: "Supply Chain Security" and Import Substitution Strategy (Core Components, Industrial Software, Strategic Backup). 	<p>Flipped Classroom</p>	
14	<ul style="list-style-type: none"> ● Final Group Project Workshop <p>Groups refine their final strategic analysis project under teacher guidance.</p>	<p>Interactive Workshop: Cross-group peer review, one-on-one teacher consultation.</p>	
15	<ul style="list-style-type: none"> ● Course Summary and Integration <p>Integrating the course knowledge system, reviewing the entire process from strategy formulation to execution, and the ideological objectives and cutting-edge issues. Final Q&A session before the group presentations.</p>	<p>Interactive Review Lecture + Open Q&A.</p>	Final preparation for group presentations.
16	<ul style="list-style-type: none"> ● Final Group Project Presentation & Report Submission 	<p>Formal Presentation & Defense Session: Presentation + Q&A per group, emphasizing logical rigor, data support, and on-the-spot response.</p>	<p>Final Group Project Report Submission & Presentation Performance (Core group assessment).</p>

* Explanation of Midterm and Final Assignments

1. Midterm Assignment: Individual Strategic Analysis Paper (Weight: 20%)

The core of this assignment is to cultivate students' ability for independent and in-depth analysis. While the framework remains consistent, with the adjusted weight, assessment will place greater emphasis on the quality of analysis and depth of insight.

Nature of the Task: Students act as an "independent strategic analyst" to write a Strategic Health Diagnosis and Optimization Proposal for a real Chinese company.

Engaging Elements:

Role-playing: Students are encouraged to design a virtual, challenging future scenario for their "client" company (e.g., a sudden supply cut of a key raw material due to geopolitical shifts three years later, or a disruptive technology rendering its core product obsolete). Their analysis must assess the vulnerability of the company's current strategy under this scenario and propose a more resilient new strategic direction.

Visualization Challenge: The report must include at least one original infographic (e.g., a strategy map, competitive comparison radar chart, SWOT diagram) that clearly communicates a core analytical finding, making abstract analysis visual.

2. Final Assignment: Group Strategy Challenge (Weight: 20%)

This assignment is comprehensively upgraded from a static report presentation to a dynamic, multi-round Strategic

Decision-Making Simulation Challenge, designed to simulate the entire process of strategy formulation, execution, and response to uncertainty in the real business world.

Nature of the Task: Each group forms a "Corporate Board" or "Strategy Consulting Studio" to make multiple rounds of strategic decisions for a "target company" (self-selected or assigned) within a simulated dynamic market environment, competing with other "companies."

Novel and Engaging Design:

Phase 1: Strategic Blueprint Release (Week 13)

Each group submits a concise Strategic Planning White Paper, outlining the basic analysis of the target company, its core three-year strategy, and key initiatives for the first year.

Format: A 5-minute "Strategic Blueprint" pitch, mimicking a tech company product launch event.

Phase 2: Dynamic Environment Challenges (Weeks 14-15)

This is the core of the engagement. The instructor will release 2-3 rounds of "Market Black Swan Events" or "Policy Bonus Packages" in class (e.g., "Major export country imposes sudden trade barriers," "Government establishes a 100-billion-yuan industrial innovation fund," "Breakthrough in core AI model technology").

After each event is announced, groups have a limited time (e.g., one week outside class) for emergency consultation and must submit a Strategic Adjustment Brief explaining how they would adapt their original plan to seize the new opportunity or mitigate the new threat. This tests the team's agile strategic thinking and adaptability.

Phase 3: Ultimate Board Defense (Week 16)

Each group delivers a final presentation covering: the initial strategy, the rationale behind decisions made in response to the dynamic events, the final "evolved" strategy, and expected financial and competitive outcomes.

Engaging Format:

Role-play Q&A: After the presentation, the group faces sharp questioning from other students and the instructor role-playing various stakeholders such as "*activist investors,*" "*environmental NGO representatives,*" "*labor union leaders,*" and "*government officials.*"

Investment Auction: After all groups present, all teachers and students hold virtual "investment votes" to allocate to the company they believe has the wisest and most resilient strategy. The group receiving the most "investment" may receive a bonus (e.g., extra credit or an honor).

Integration of Ideological Education and Cutting-edge Topics: The "dynamic events" designed by the instructor will closely revolve around real national strategies and frontier issues such as "strengthened carbon neutrality targets," "supply chain security reviews," "enactment of data security laws," and "deepening common prosperity policies." This ensures the integration of ideological education naturally occurs within the high-intensity simulated decision-making process.

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

Midterm Test	Week 9 or 10
Final Exam	Refer to the notice of the Academic Affairs Office

Note: This syllabus is tentative and maybe changed or modified throughout the semester. All students will be notified and a new syllabus will be given.

Instructor: Liya BU

Department Head: _____

