

Strategic Management
Bachelor of Science programme
Course Syllabus

Summer 2014

School of Management, Zhejiang University

Strategic Management

Bachelor of Science programme

Lecturer: Mark Greeven, PhD
mgreeven@zju.edu.cn

Teaching assistant: Wang Jijie
wangjijie@zju.edu.cn

Class Meetings

Tuesday 08.00-09.30

Thursday 15.55-17.30

Readings Strategic Management: Concepts and cases by Ireland, Hoskisson, Hitt, 9th Edition, International Edition

Course Objectives:

- a) Understand the basic concepts and tools of strategic management for analyzing, developing and implementing strategies
- b) Develop a capacity to analyze and identify key strategic issues in the operations of an organization in relation to its business environment
- c) Apply and combine analytical frameworks in crafting business strategy in real life case situations
- d) Acquaint you with the managerial skills to develop and implement strategic recommendations for companies to grow and prosper
- e) Developing team skills to work together in a team to develop sound business strategy
- f) Developing skills of analytical thinking and reporting conclusions effectively and persuasively in written and oral form

Course Description

Strategy explains superior performance. Successful firms develop and implement corporate and business strategies that set their business apart from competition and lay the foundation for sustained competitive advantage.

The course deals with the organization, the industry and competitive environment in which it operates, its long-term direction and strategy, its resources and competitive capabilities, and its prospects for success. Strategic analysis, development and execution are the key ingredients of company success and the most reliable signs of good management. The objective of the course is to equip you with the analytical tools and competences to analyse, develop and successfully implement strategies and strategic improvements. Moreover, the course will synthesize and bring together all crucial functions of an organization such as marketing decision making, finance and human resource management.

While the part of the course is delivered in lectures, a large responsibility lies with the students in actively participating in the classes, developing and presenting assignments and working towards a final case report. In particular we will ask the students to adopt a company to strategically think about its current position, mission, resources and capabilities, business environment and opportunities and challenges for developing a sustainable competitive advantage.

This course will be an exciting, interesting and challenging journey into the world of business and strategic management. We hope that this course brings you the opportunities and challenges to develop your own sustainable competitive advantage in your future career.

The course offers a competence-oriented approach to developing a vision and mission; conducting an external analysis; conducting an internal organizational assessment; and formulating, implementing, and evaluating business strategies.

Teaching Methods:

The course will be delivered with the combination of:

- In-class lectures
- Individual and group assignments
- Student presentation and discussion
- Team case tutorials

Interactive Student Learning

Class attendance is obliged for the students participating in the course. Active learning: prepare in advance and actively participate in class discussion and sharing own experience and learning with other classmates. Learn from practice: complete team assignments.

You should be prepared for every class. If for some reason you are not prepared, please let your Professor or TA know before the start of class. We may open the class by asking someone to summarize the readings or cases. **Every** student is a co-producer of the class discussion, it is important that every class member listens carefully to one another and attempts to build on or constructively critique prior comments. Participation:

- Is the student a good listener?
- Are the points made relevant to the discussion?
- Do the comments/questions add to our understanding of the situation?
- Is there a willingness to challenge the ideas that are being expressed?
- Is there a willingness to test new ideas?

Assessment

- Multiple choice exam (40%)
- Final team case report (25%),
- Team assignments (25%)
- Individual reflection report (5%),
- Class participation (5%)

Final team case report

- In a team of **4 students**, adopt an international firm as a business case
- Analyse, make and develop an implementation plan for a business strategy of your adopted firm. In particular:
 - Provide a relevant and succinct description of your firm's history
 - Perform an analysis of the external environment and internal organization
 - Analyse and develop insights on the competitive rivalry and strategic position of your firm
 - Analyse the organizational structure, corporate governance and leadership of the firm
 - Develop and discuss a recommendation for good strategy, including a sound implementation plan taking into account possible risks and challenges
- In sessions 4, 6, 8, 10, 12, 14 we will offer in-class team case-writing **tutorials**
- Deadline hardcopy case report **June 24th**, max. 7 pages (hand in during class), single line spacing, Times Roman font size 12
- Presentations on **June 19th** and **June 24th**, max. 5 slides, 8-10 mins per team

Team assignments

- Six team assignment accompany the readings in **Sessions 3, 5, 7, 9, 11, 13**
- The six team assignments discuss the following four cases from the textbook: Wal-Mart Stores (p. 17 onwards), Alibaba (p. 49 onwards), Motorola, Inc (p. 91 onwards), TNK-BP (p. 299 onwards)
- Make the following assignments in **Powerpoint**:
 - session 3 (accompanying Chp 2): Perform a competition analysis of Wal-Mart using the Five Forces model (Figure 2.2) (Wal-Mart case)
 - session 5 (accompanying Chp 4): Discuss the business-level strategy of Wal-Mart by comparing the five possible business-level strategies of Figure 4.2 and elaborate which strategy Wal-Mart is following (Wal-Mart case)
 - session 7 (accompanying Chp 6): Discuss the level, type and reasons for diversification of Alibaba and conclude by selecting a value-creating diversification strategy for Alibaba (Alibaba case)
 - session 9 (accompanying Chp 8): Identify international opportunities for Alibaba applying the model in Figure 8.1, select a possible entry mode (Table 8.1) and assess the risks in an international environment (Figure 8.4) (Alibaba case)
 - session 11 (accompanying Chp 10): Discuss to what extent the internal governance mechanisms – ownership concentration, boards of directors, and executive compensation – are used by TNK-BP and conclude by exploring the nature of corporate governance in Russia (TNK-BP)
 - session 13 (accompanying Chp 12): Discuss which factors have affected managerial discretion (Figure, 12.2) in Motorola and the extent to which managers have performed effective strategic leadership (Figure 12.4) (Motorola, Inc.)
- You may collect information about these cases *outside* the textbook
- **Hand in Powerpoint slides during the class in hardcopy (!)**
- **Max. 8 slides with max. 8 lines text (pictures allowed)**

Individual reflection report

- reflect on the course: what did you learn?
 - => deadline hardcopy reflection report **June 24th**, 1 page (hand in during class)

What do we look for in grading class assignments and case report?

The most important criteria for grading the assignment are:

- Clarity of writing and logic of argumentation
- Whether the paper meets the objective(s) of the assignment
- Consistency
- The use of literature and theory
- Most importantly: work effort. It can easily be detected if not enough time has been spend on collecting information and reading literature. A lack of work effort will always result in a poor grade (i.e. <6.0).

Some pointers on style*Figures and tables*

- Figures and tables should be numbered and referred to in the text. Don't write: 'see the figure below' or 'on the next page', but 'see Figure 1'.
- Figures and tables have titles! The title should inform the reader at a glance what the table or figure is displaying. They have to 'speak for themselves'.

The reference list

- Have a look at:
http://libweb.anglia.ac.uk/referencing/files/Harvard_referencing_2012.pdf
- Include all (and only those) sources in the reference list which you use in the text;
- Book titles and journals should be *italicized* (or underlined), not the article or book chapter;
- Always include: Name, Initials (or first name), Year, Title (article), Title of Book or Journal, Volume (article), Pages (article), Publisher (book), Place of Publication (book). Do not use "" for titles.
- Put the year of publication directly after the author. Be consistent!

Plagiarism

Plagiarism occurs when you use another's intellectual property (words or ideas) and do not acknowledge the source. Plagiarism is a serious matter and will not be taken lightly by the Professor and the School. To avoid plagiarism please cite your sources - both within the assignment and in a bibliography of sources at the end of your document.

Course Outline

Introduction to the course

Class 1: What is strategy?

Reading:

- Porter, M. E. (1996). What is strategy? Harvard Business Review, 74 (6): 61-78.

Topic 1: Strategic management inputs

Class 2: strategic management and strategic competitiveness

Reading:

- Chapter 1

Class 3: external environment and competitor analysis

Reading:

- Chapter 2
- “The Five Competitive Forces That Shape Strategy,” by Michael Porter, Harvard Business Review, January 2008

Hand in Team class assignment: Perform a competition analysis of Wal-Mart using the Five Forces model (Figure 2.2) (Wal-Mart case)

Class 4: the internal organization (guest Professor Douglas Fuller)

Reading:

- Chapter 3
- “The Core Competence of the Corporation,” by C.K. Pahalad, Gary Hamel, Harvard Business Review, May-June 1990
- Barney, J.B. (1995). Looking Inside for Competitive Advantage. *Academy of Management Executive*. 9: 4, pp. 49-61.

Team case tutorial: Discussion and feedback on selection of adopted firm

Topic 2: Strategy formulation

Class 5: business strategy (guest Professor Douglas Fuller)

Reading:

- Chapter 4

Hand in Team class assignment: Discuss the business-level strategy of Wal-Mart by comparing the five possible business-level strategies of Figure 4.2 and elaborate which strategy Wal-Mart is following (Wal-Mart case)

Class 6: competitive rivalry and dynamics (guest Professor Douglas Fuller)

Reading:

- Chapter 5

Team case tutorial: Discussion and feedback on analysis external environment

Class 7: corporate level strategy

Reading:

- Chapter 6

Hand in Team class assignment: Discuss the level, type and reasons for diversification of Alibaba and conclude by selecting a value-creating diversification strategy for Alibaba (Alibaba case)

Class 8: Acquisition and restructuring strategies

Reading:

- Chapter 7
- “When to Ally and When to Acquire,” by Jeffrey H. Dyer, Prashant Kale, and Harbir Singh, Harvard Business Review, July-August 2004

Team case tutorial: Discussion and feedback on analysis internal environment

Class 9: International strategy

Reading:

- Chapter 8
- “Distance Still Matters: The Hard Reality of Global Expansion,” by Pankaj Ghemawat, Harvard Business Review, September 2001

Hand in Team class assignment: Identify international opportunities for Alibaba applying the model in Figure 8.1, select a possible entry mode (Table 8.1) and assess the risks in an international environment (Figure 8.4) (Alibaba case)

Class 10: cooperative strategy

Reading:

- Chapter 9
- Hamel, G. Doz, Y. and C.K. Prahalad. (1989). Collaborate With Your Competitors And Win. Harvard Business Review, January-February, pp. 134-139.

Team case tutorial: Discussion and feedback on strategic positioning your firm

Part 3: Strategy implementation

Class 11: corporate governance

Reading:

- Chapter 10
- “Building Better Boards,” by David Nadler, Harvard Business Review, May 2004

Hand in Team class assignment: Discuss to what extent the internal governance mechanisms – ownership concentration, boards of directors, and executive compensation – are used by TNK-BP and conclude by exploring the nature of corporate governance in Russia (TNK-BP)

Class 12: organizational structure and controls

Reading:

- Chapter 11

Team case tutorial: Discussion and feedback on organizational structure, corporate governance and leadership

Class 13: strategic leadership

Reading:

- Chapter 12
- “The Real Leadership Lessons of Steve Jobs,” by Walter Isaacson, Harvard Business Review, April 2012

Hand in Team class assignment: Discuss which factors have affected managerial discretion (Figure, 12.2) in Motorola and the extent to which managers have performed effective strategic leadership (Figure 12.4) (Motorola, Inc.)

Part 4: Strategic entrepreneurship

Class 14: monitoring and creating entrepreneurial opportunities

Reading:

- Chapter 13
- Garvin, D.A. (2004). What Every CEO Should Know About Creating New Businesses. Harvard Business Review, July-August.

Team case tutorial: Discussion and feedback on developing recommendations

Part 5: Presentations of final case report

Class 15: team presentations of final case report

Class 16: team presentations of final case report