

**School of Management
Zhejiang University**

COURSE: STRATEGIC MANAGEMENT - 20124440

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Office Hours: By prior arrangement. During the afternoon of classes. Office A703.

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COURSE FORMAT AND TIME

The course will commence on 15th September 2025. The format comprises up to 16 x double period sessions (2 x 45 mins). Normal classes are held at the West Building 2-515 on Monday and Thursday mornings 10:00 - 11:35 hrs. Dates and times may vary in accordance with the School Calendar of Zhejiang University 2025-2026.

Specific dates available on the course website. Some sessions may be combined to fit with the term scheduling.

Part I: Strategic Inputs - Strategic Analysis

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|---|---|-----------------------|
| 1. Introduction to Strategic Management | } | Strategic Foundations |
| 2. Strategy and Strategic Thinking | | |
| 3. Strategic Change | } | Strategic Analysis |
| 4. Strategic Decision Making | | |
| 5. Macro Environmental Analysis | | |
| 6. Industry Environmental Analysis | | |
| 7. Competitor and Competition Analysis | } | |
| 8. Internal Analysis | | |

Part II: Strategic Actions - Strategy Formulation and Implementation

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|----------------------------|---|-------------------------|
| 9. Generic Strategies | } | Strategy Formulation |
| 10. Business Strategy | | |
| 11. Competitive Strategy | | |
| 12. Corporate Strategy | | |
| 13. International Strategy | } | Strategy Implementation |
| 14. Corporate Governance | | |
| 15. Strategy Execution | | |
| 16. Strategy Control | | |

COURSE MATERIAL

This is the full list of academic reference materials used in compiling this course. Students are not expected to read every reference but may wish to do background and supplementary reading to expand on the lecture material. Priority references will be identified during class.

Textbook:

Hitt, M.A., Ireland, R.D., & Hoskisson, R.E. (2017). *Strategic Management Competitiveness & Globalization: Concepts and Cases*. 12th Edition.

ISBN: 978-1-305-50214-7

Additional Books (in order of relevance):

Whittington, R., Regner, P., Angwin, D., Johnson, G., & Scholes, K. (2020). *Exploring Strategy: Text & Cases*, 12th Edition.

ISBN-13: 9781292282459 (print)

Porter, M.E. (1980). *Competitive Strategy: Techniques for Analyzing Industries and Competitors*. The Free Press.

ISBN: 0-684-84148-7

Daft, R.L. (2010). *Organization Theory and Design*, 10th Edition.

ISBN: 13: 978-0-324-59889-6 / ISBN: 10: 0-324-59889-0

Hill, C.W.L., Schilling, M.A., & Jones, G.R. (2020). *Strategic Management: An Integrated Approach, Theory & Cases*. 13th Edition.

ISBN: 9780357033845

David, F.R., & David F.R. (2017). *Strategic Management: Concepts and Cases, A Competitive Advantage Approach*, 16th Edition.

ISBN 10: 0-13-416784-8 / ISBN 13: 978-0-13-416784-8

Porter, M.E. (1985). *Competitive Advantage: Creating and Sustaining Superior Performance*.

ISBN: 0-684-84146-0

Mintzberg, H., Ahlstrand, B. & Lampel, J. (1998). *Strategy Safari: A Guided Tour Through the Wilds of Strategic Management*.

ISBN: 0-684 -84743-4

Ansoff, H.I. (1988). *Corporate Strategy*.

Roberts, A., Wallace, W, & Moles, P. (2010). *Mergers and Acquisitions*. Edinburgh Business School.

Referenced Other Readings:

Chen, H.C., Chiang, R.H.L., & Storey, V.C. (2012). *Business Intelligence and Analytics: From Big Data to Big Impact*. *MIS Quarterly*.

Chen, M. J. (1996). *Competitor analysis and inferfirm rivalry: Toward a theoretical integration*. *Academy of Management Review*.

Courtney, H., Kirkland, J., & Viguerie, P. (1997). *Strategy Under Uncertainty*. *Harvard Business Review*.

Das, T.K., & Deng, B.S. (1999). *Cognitive Biases and Strategic Decision Processes: An Integrative Perspective*. *Journal of Management*.

- D'Aveni, R.A., Canger, J.M, & Doyle, J.J. (1995). Coping with Hypercompetition: Utilizing the New 7S's Framework [and Executive Commentary]. *Academy of Management Review*.
- Duncan, W. J., Ginter, P. M., & Swayne, L. E. (1998). Competitive advantage and internal organizational assessment. *Academy of Management Perspectives*, 12(3), 6–16.
- Ghemawat, P. (2001). Distance Still Matters: The hard reality of global expansion. *Harvard Business Review*.
- Hardin, G. (1968). The Tragedy of the Commons. *Science*.
- Hofstede, G. (2011). Dimensionalizing Cultures: The Hofstede Model in Context. *Online Readings in Psychology and Culture*. <https://scholarworks.gvsu.edu/orpc/vol2/iss1/8>
- Husdal, J. (2010). A Conceptual Framework for Risk and Vulnerability in Virtual Enterprise Networks. In: S Ponis (Ed.)(2010) *Managing Risk in Virtual Enterprise Networks: Implementing Supply Chain Principles*.
- Jiang, F., & Kim, K.A. (2020). Corporate Governance in China: A Survey, *Review of Finance*.
- Johnson, M.W., Christensen, C.M, & Kagermann, H. (2008). Reinventing Your Business Model. *Harvard Business Review*.
- Kaplan, R.S., & Norton, D.P. (1996). Using The Balanced Scorecard as a Strategic Management System. *Harvard Business Review*.
- Kaplan, R.S., & Norton, D.P. (2000). Having Trouble with Your Strategy? Then Map It. *Harvard Business Review*.
- Kim, W.C. & Mauborgne, R. (2002). Charting your company's future. *Harvard Business Review*.
- Kim, W.C. & Mauborgne, R. (2004). Blue Ocean Strategy. *Harvard Business Review*.
- King, P., & Zhang, W. (2014). Chinese and Western Leadership Models: A Literature Review. *Journal of Management Research*.
- Mintzberg, H. (1987). The Strategy Concept I: Five Ps For Strategy. *California Management Review*.
- Mintzberg, H. (1987). The Strategy Concept II: Another Look at Why Organizations Need Strategies. *California Management Review*.
- Mintzberg, H., & Lampel, J. (1999). Reflecting on the Strategy Process. *Sloan Management Review*.
- Porter, M.E. (2008). The Five Competitive Forces That Shape Strategy. *Harvard Business Review*.
- Porter, M.E. (1996). What is Strategy?. *Harvard Business Review*.
- Quinn, J.B. (1978). Strategic Change: Logical Incrementalism. *Sloan Management Review*.
- Schoemaker, P.J.H., (1995). Scenario Planning: a tool for strategic thinking. *Sloan Management Review*.
- Smith, P. (1995) On the Unintended Consequences of Publishing Performance Data in the Public Sector. *International Journal of Public Administration*.
- Tversky, A., & Kahneman, D. (1974). Judgment under uncertainty: Heuristics and biases. *Science*, 185(4157), 1124–1131.
- Waterman, R., Peters, T., & Phillips, J. (1980). ‘Structure is not organisation’. *Business Horizons*.

Wilkinson, A., & Kupers, R. (2013). Living in the Futures. *Harvard Business Review*.

COURSE DESCRIPTION

This core course on *Strategic Management* introduces established concepts and practices applied by executives and their management teams to manage organizational performance. The fundamental questions of this course relate to the strategic fit of an organization with its operating environment, the organizational purpose and the alignment of strategic decisions towards that purpose.

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 key ingredients of company success and often 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.

Strategic management has developed rapidly in recent years, hence the course will also consider contemporary developments and implications for the future.

Course Goals

The course aims for a student to (be able to):

1. Understand the basic concepts and tools of strategic management for analysing, formulating and implementing business, corporate and international strategies.
2. Develop a capacity to analyse and identify key strategic issues of organizational fit in relation to its business environment.
3. Develop the capacity to analyse and identify key strategic issues of internal organizational alignment.
4. Apply and combine analytical frameworks to craft business strategy in case situations.
5. Develop the capacity to design and manage organizational strategy execution.
6. Demonstrate teamwork to analyse and formulate sound business strategy.
7. Demonstrate analytical thinking and effective communication in multiple forms.
8. Form a self-learning ability for strategic management.

Language

The course is presented in English. The syllabus is aligned with the equivalent course at Zhejiang University in Chinese. Students should have a reasonable level of English. While not a specific goal, the course offers an excellent opportunity for interaction and practice with a native English-speaking instructor who has considerable experience of working alongside colleagues with English as a second or third language.

COURSE GUIDELINES

Academic Integrity. All work by a student or group must represent their own endeavour. When original concepts are presented, all efforts must be made to verify the originality claim, with references to inspirational sources made explicit. Other external sources that form part of a work must be correctly referenced. All attempts at plagiarism will be subject to the University policies on academic dishonesty. Please review the University policy regarding student conduct.

Preparation. Students should complete preparatory reading and any set assignments.

Participation. Students should be prepared to participate in class, individual and group exercises.

Punctuality. Teaching is expected to begin and end in accordance with the schedule. Punctuality is essential. Assignments should be submitted on time.

ASSESSMENTS, ASSIGNMENTS AND EXAMINATION

Description	Percentage	Notes
Attendance*	10%	Actual Rate / Punctuality
Classroom Participation*	10%	Participation / Conduct / Mini Assignments
Assignment	30%	Combined Individual / Group Assignment
Examination	50%	Multiple Choice / Case / Short Answers

*Based on face-to-face/online attendance/participation of all classes and set tutorials. These percentages are for full attendance and participation with a sliding scale of subtractions applying for non-attendance/low participation. Minimum attendance is 80%.

Assignment. The assignment will combine individual and group work to conduct a strategic management analysis with case organizations as the object. The deliverables include a written report following a set structure and a formal group presentation. The requirements will centre on the structure and material covered in the course. The assignment will be evaluated with equal weighting on four areas:

1. Application of theoretical knowledge and analytical frameworks.
2. Researched, objective, reasoned and well-founded strategic appreciation.
3. Analysis-based and operable strategy formulation for targeted improvement.
4. Structured, clearly articulated, well-presented and correctly referenced submission.

While every effort should be made to use correct English, the main focus of evaluation is the content. Specific details of the groupings, assignment cases, submission format and deadline will be issued in the early stages of the course.

Examination. The examination comprises three sections:

1. Multiple Choice Questions - knowledge on strategic management course work.
2. Case Study - strategic analysis and strategy formulation / implementation.
3. Specialized Topic - written brief on a selected topic from several choices.

The examination will test students' knowledge of the main concepts of strategic management; assess their ability to apply and present a logical, structured approach to a strategic analysis, and strategy formulation and implementation in a clear, concise and precise format; and to demonstrate an in-depth understanding of a specific topic of interest.

DETAILED PROGRAMME

Part I	Strategic Inputs - Strategic Appreciation
<p><u>Session 1</u> Introduction to Strategic Management</p>	<p>Part 1 - Course Introduction, Scene Setting Part 2 - Definitions, Models of Strategic Management, Course Framework, Case Study</p> <p><u>Preparation before Class:</u> Read: Course Syllabus</p>
<p><u>Session 2</u> Strategy and Strategic Thinking</p>	<p>Part 1 - Competitive Landscape, Strategic Positioning Part 2 - Vision, Mission, Values, Model of Above Average Returns, Case Study</p> <p><u>Preparation before Class:</u> Read: Porter (1996). What is Strategy? <i>Harvard Business Review</i>.</p>
<p><u>Session 3</u> Strategic Change</p>	<p>Part 1 - Mintzberg's Intended, Deliberate, Emergent, Unrealized and Realized Strategies, Five Ps Part 2 - 10 Schools of Strategy, Three Models of Strategy, Case Study</p> <p><u>Preparation before Class:</u> Read: Mintzberg, H., & Lampel, J. (1999). Reflecting on the Strategy Process. <i>Sloan Management Review</i>.</p>
<p><u>Session 4</u> Strategic Decision Making</p>	<p>Part 1 - Individual and Organizational Decision Making Part 2 - Decision Making Processes, Uncertainty, Mini-Cases</p> <p><u>Preparation before Class:</u> Read: Courtney, H., Kirkland, J., & Viguerie, P. (1997). Strategy Under Uncertainty. <i>Harvard Business Review</i>.</p>
<p><u>Session 5</u> Macro Environmental Analysis</p>	<p>Part 1 - Environmental Scanning, External, PESTEL, Opportunities/Threats Part 2 - Intelligence Gathering, Future Scenarios, Case Study</p> <p><u>Preparation before Class:</u> Read: Textbook - Hitt, Ireland, Hoskisson, Strategic Management Chapter 2. The External Environment: Opportunities, Threats, Industry Competition, and Competitor Analysis.</p>
<p><u>Session 6</u> Industry Environmental Analysis</p>	<p>Part 1 - Strategic Groups, Segments, Strengths/Weaknesses, Porter's Five Forces Part 2 - Blue Ocean Thinking, Industry Life-Cycle, Case Study</p>

	<p><u>Preparation before Class:</u> Read: Porter, M.E. (2008). The Five Competitive Forces That Shape Strategy. <i>Harvard Business Review</i>.</p>
<p><u>Session 7</u> Competitor and Competition Analysis</p>	<p>Part 1 - Competitor Analysis, Responses, Industry & Market Life-Cycles Part 2 - Competitor Intelligence, Case Study</p> <p><u>Preparation before Class:</u> Read: Textbook - Hitt, Ireland, Hoskisson, Strategic Management Chapter 5. Competitive Rivalry and Competitive Dynamics.</p>
<p><u>Session 8</u> Internal Analysis</p>	<p>Part 1 - Resource-Based View, Capabilities - VRINO, Value Chain Analysis, Activity Mapping Part 2 - SWOT, Case Study</p> <p><u>Preparation before Class:</u> Read: Textbook - Hitt, Ireland, Hoskisson, Strategic Management Chapter 3. The Internal Organization: Resources, Capabilities, Core Competencies and Competitive Advantages.</p>
<p>Part II</p>	<p>Strategic Action - Strategy Formulation</p>
<p><u>Session 9</u> Generic Strategies</p>	<p>Part 1 - Levels of Strategy, Factors, Five Generic Strategies, Effect on Five Forces, Competencies, Risks, Strategy Clock Part 2 - Interactive Strategies, Cooperation, Hypercompetition, Case Study</p> <p><u>Preparation before Class:</u> Read: Textbook - Hitt, Ireland, Hoskisson, Strategic Management Chapter 4. Business Level Strategy.</p>
<p><u>Session 10</u> Business Strategy</p>	<p>Part 1 - Business Level Strategy, Strategic Purpose, VMV, Stakeholder v Shareholder, CSR, Stakeholder Expectations Mapping Part 2 - Mini Case Studies</p> <p><u>Preparation before Class:</u> Read: Textbook - Hitt, Ireland, Hoskisson, Strategic Management Chapter 4. Business Level Strategy.</p>
<p><u>Session 11</u> Competitive Strategy</p>	<p>Part 1 - Review, Industry Characteristics - Tragedy of the Commons - Cooperative Moves, Competitive Moves, Lags, Defensive Moves, Nuclear Deterrent, Commitment, Focal Points Part 2 - Red/Blue Game (Cycle of Tit-for-Tat), Replication Strategies, Evolutionary Games, Case Study</p> <p><u>Preparation before Class:</u> Read: Textbook - Hitt, Ireland, Hoskisson, Strategic Management Chapter 5. Competitive Rivalry and Competitive Dynamics.</p>

<p><u>Session 12</u> Corporate Strategy</p>	<p>Part 1 - Ansoff, Diversification Drivers, Outsourcing, Value Creation/Destruction, BCG, Directional Policy Matrix, Parenting Matrix, Diversification, M&A, Restructuring, Strategic Alliances Part 2 - Case Study</p> <p><u>Preparation before Class:</u> Read: Textbook - Hitt, Ireland, Hoskisson, Strategic Management Chapter 6. Corporate Level Strategy</p>
<p><u>Session 13</u> International Strategy</p>	<p>Part 1 - Drivers, Porter's Diamond, Opportunities, Capabilities, Market Selection, Entry, Outcomes, Risks Part 2 - Culture Comparisons, Case Study</p> <p><u>Preparation before Class:</u> Read: Textbook - Hitt, Ireland, Hoskisson, Strategic Management Chapter 8. International Strategy</p>
<p><u>Session 14</u> Corporate Governance</p>	<p>Part 1 - Governance Structure, Ownership and Control, Market for Corporate Control Part 2 - Governance Mechanisms and Ethical Behaviour</p> <p><u>Preparation before Class:</u> Read: Textbook - Hitt, Ireland, Hoskisson, Strategic Management Chapter 10. Corporate Governance</p>
<p><u>Session 15</u> Strategy Execution</p>	<p>Part 1 - Organizational Structure, Configuration Systems Part 2 - Strategic Leadership, Case Study</p> <p><u>Preparation before Class:</u> Read: Textbook - Hitt, Ireland, Hoskisson, Strategic Management Chapter 11. Organizational Structure and Controls</p>
<p><u>Session 16</u> Strategy Control</p>	<p>Part 1 - Organizational Control Systems, Balanced Scorecard, Strategy Maps Part 2 - Case Study - Strategic Plans</p> <p><u>Preparation before Class:</u> Read: Kaplan, R.S., & Norton, D.P. (2007). Using The Balanced Scorecard as a Strategic Management System. <i>Harvard Business Review</i>.</p>