



## University of International Business and Economics International Summer School

### MGT 410 Business Strategy

**Term: June 15 - July 16, 2020**

**Instructor: Naixiang Feng**

**Home Institution: University of International Business and Economics**

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**Class Hours: Monday through Thursday, 120 minutes each day**

**Office Hours: TBD**

**Discussion Session: 2 hours each week**

**Total Contact Hours: 64 contact hours (45 minutes each, 48 hours in total)**

**Location: WEB**

**Credit: 4 units**

#### **Course Description:**

This course is a capstone course that focuses on strategic management, which is not only important for business majors, but is also crucial for social sciences, humanities, international studies, and a number of other majors. It focuses on the strategic challenges confronting firms which compete in the global economy. A firm's strategy is its "theory" of how to gain competitive advantage and compete successfully in the marketplace. Strategic management is the process that managers, especially executives, develop and implement a firm's strategy. In fast-changing and increasingly competitive environments, firms face numerous strategic issues in functional, business, and corporate levels. These strategic issues may generate from outside of the firm or from the inside. In this course, we will learn how to formulate and implement strategies to deal with these strategic issues.

#### **Course Objectives:**

- To provide students with an understanding of the role of strategy making process in business organizations, as well as in an increasingly multicultural and technological society.
- To Understand the role of the external and internal environment in strategic decisions
- To analyze contemporary business cases by utilizing the knowledge of marketing, accounting, finance and operations.
- To enhance the understanding of the strategy management through "real world" and global business case analyses.

#### **Required Textbook:**

Dess, G. G., McNamara, G., & Eisner, A. B., 2016. *Strategic management: Text and cases* (8th ed.). New York: McGraw Hill. ISBN: 1259303543

### Suggested Course Materials:

Current news in global strategy: periodicals and newspapers such as the *Economist*, *Business Week*, *Fortune Magazine*, *Wall Street Journal* and *Financial Times* can be helpful.

### Internet Resources:

<a href="http://www.economist.com">www.economist.com</a>	<i>The Economist</i>
<a href="http://www.fortune.com">www.fortune.com</a>	<i>Fortune</i>
<a href="http://www.nytimes.com">www.nytimes.com</a>	<i>The New York Times</i>
<a href="http://www.wsj.com">www.wsj.com</a>	<i>The Wall Street Journal</i>
<a href="http://www.bloomberg.com">www.bloomberg.com</a>	<i>Bloomberg</i>
<a href="http://www.ft.com">www.ft.com</a>	<i>Financial Times (London)</i>
<a href="http://www.cnnmoney.com">www.cnnmoney.com</a>	<i>CNN Money</i>

### Teaching methods:

This course is taught using a combination of the lecture and student participation methods. The class will participate in several in-class exercises intended to reinforce the concepts discussed in the lectures and in the text. It is imperative that you actively participate in these discussions. We will cover approximately 1 chapter each class, plus supplementary readings as listed and augmented as the course progresses.

### Grading Policy:

Assignments and examinations will be graded according to the following grade scale:

<b>A</b>	90-100	<b>C+</b>	72-74
<b>A-</b>	85-89	<b>C</b>	68-71
<b>B+</b>	82-84	<b>C-</b>	64-67
<b>B</b>	78-81	<b>D</b>	60-63
<b>B-</b>	75-77	<b>F</b>	below 60

In this course, grading will be based on the following:

A. Attendance + class participation	20
B. Two home written works	20
C. Tests	30
D. Final Project *	30
<b>TOTAL</b>	<b>100</b>

### About course evaluation:

- A. Excellent classroom discussion on Reflection Point or on any other component of the course, supported by adequate preparation, is an important component of the class participation grade. Class attendance is a must.

B. You will be required to write TWO articles with at least 500 words regarding the selected topics (typically the topic covered the week before or from the video clips).

C. Tests are inclusive of textbook materials.

D. Final projects will be done in teams. A team consists of 4-6 students gives a presentation on topics relevant to what we learnt from business strategy; topics should be agreed with the instructor beforehand. The presentation should be 15-20 minutes long (each member of the team is required to speak), grade will be given on the group basis, but may vary in accordance with performance of each speaker. This is your opportunity to be creative with visual aids and charts. The use of PowerPoint is strongly encouraged. You can create advertising, new packaging, a video, or something else (be innovative) to make your presentations interesting.

#### **Guidelines for presentations:**

1. Do not read verbatim. Use only bulleted note cards. This is more like an informative presentation than a presidential address.
2. Presentations should last an average of 5 minutes per presenter or 20 minutes for a four-person group. Practice at least once before class to find out how the time plays out.
3. Dress professionally and show pride of workmanship.
4. Grades for final project will be given on the group basis, but may vary in accordance with performance of each speaker. This is your opportunity to be creative with visual aids and charts. The use of PowerPoint is strongly encouraged. If you will use PowerPoint - show up early to set up the computer equipment and volunteer, if possible, for the first presentation on that day. You can create advertising, new packaging, a video, or something else (be innovative) to make your presentation interesting.

#### **Academic Integrity:**

Students are responsible for knowing policy regarding academic honesty.

The University of International Business and Economics (UIBE) expects students to be honest in their academic work. Academic dishonesty is viewed as a serious violation of university rules and such misconduct is not accepted by academic community. In particular, students must refrain from plagiarism, cheating and collusion in connection with examinations, submitting substantially the same piece of work to different classes and must fully acknowledge all the sources of ideas and all assistance received in work submitted to the instructor for evaluation. Violation of the rules of academic honesty may lead to suspension or disqualification of the student from further study at UIBE.

#### **\*Tentative Course Schedules:**

DAY	TOPICS	CH	REMARKS
Day 1	Syllabus, Course overview, and introduction on development of strategy around the globe	1	
Day 2	Chapter 1: Strategic management: Creating competitive Advantages Case: Robin Hood	2	Final project groups formed
Day 3	Chapter 2: Analyzing the External Environment of the Firm	3	No.1 homework due
Day 4	Read Chapter 3: Assessing the Internal Environment of the Firm	4	
Day5	Chapter 4: Recognizing a Firm's Intellectual Assets		
Day 6	Test 1 (Chapters 1-4)	5	
Day 7	Chapter 5: Business-Level Strategy Case: McDonalds	6	Test 1 returned
Day 8	Chapter 6: Corporate-Level Strategy Case: Ann Taylor	7	No.2 homework due
Day 9	Chapter 7: International Strategy Case: Weight Watchers	8	
Day 10	Chapter 8: Entrepreneurial Strategy and Competitive Dynamics		
Day 11	Test 2 (Chapters 5-8)	9	
Day 12	Chapter 9 Strategic Control & Corporate Governance	10	
Day 13	Chapter 10: Creating Effective Organizational Designs	11	Test 2 returned
Day 14	Chapter 11: Strategic Leadership Case: Yahoo!	12	Topic for Final project due

Day 15	Chapter 12: Managing Innovation and Fostering Corporate Entrepreneurship		
Day 16	Test 3 (Chapter 9-12)		
Day 17	Chapter 13: Analyzing Strategic Management Cases		Test 3 returned
Day 18	EXPERIENTIAL EXERCISE 1&2		
Day 19	Final Review		
Day 20	<b>Final project presentations and wrapping up</b>		

\*While this syllabus should provide you with an outline of the course, grading criteria and a tentative schedule, please note that the instructor reserves the right to modify this syllabus and schedule as deemed necessary.