



University of International Business and Economics International Summer School

MGT 203 Competitive Strategy

Instructor: David L. McLain

Email: Dmclain8@gmail.com, can also be reached using WeChat.

Credit: 2 units

Students

This course is for undergraduate and masters-level students who have an interest in how businesses and other organizations compete for customers, revenue, ideas, and resources.

Teaching Language

This course is taught in English.

Prerequisites

A general understanding of economics and basic principles of business may be helpful.

Methods of Instruction

The methods of instruction in this course will include in-class instruction, in-class team activities, and case analyses of company strategies.

Classroom Capacity

30

Evaluation

✧ Exams (2)	40%
✧ Case analyses	40%
✧ In-class activities	20%

About the Instructor

David L. McLain lives in New York (USA) and teaches competitive strategy and technology and innovation management at the State University of New York in Oswego. He is also the Chief Technology Officer for Noesis Analysis Laboratories/Branding Aero, a company that provides technology-based guidance for improved product and service designs. Dr. McLain received his Ph.D. from the Graduate School of Business at the University of Wisconsin; and completed Masters degrees from the College of Engineering at MIT and the College of Medicine at the University of Iowa. His Bachelor's degree is from the College of Engineering at Iowa State University. Professor McLain's research concentrates on strategic decision making and workplace health and safety. He is also the creator of the widely-used MSTAT instruments for measuring ambiguity tolerance in business decision making.

Course Description

Strategy is about competing successfully. This course takes the perspective of the company's top management and describes how to analyze the company's internal strengths and apply them to the challenges of the marketplace. This process involves an assessment of the company, the company's competitive environment, the nature of customers and suppliers, and the likelihood of new competitors in the future. It also requires the study of real companies and the creation of strategies to fit those companies' situations and goals. This course will enable students to learn the principles of strategic management and practice applying those principles in strategic case studies.

Syllabus

The following topics will be covered in this course and in this order.

1. Vision, mission, and planning; Creating competitive advantages.
2. Analyzing and monitoring the company's external environment.
3. Analyzing the internal condition of the company; Estimating and evaluating company resources.
4. Assessing the company's intellectual assets.
5. Analyzing each business in a corporation and developing a business-level strategy.
6. Analyzing the overall strategy at the corporate-level and designing an appropriate diversification strategy.
7. Developing strategy for international competition.
8. Strategy for the entrepreneurial enterprise.
9. Strategic control and corporate governance.
10. Organizational design.
11. Leadership, the learning organization, and corporate culture.
12. Managing innovation and encouraging entrepreneurship.

Required Text

Dess, G.G., McNamara, G., and Eisner, A.B. 2016. Strategic Management: Creating Competitive Advantages (8th Edition). McGraw-Hill. ISBN 978-1-259-30350-0

Reference Readings

All readings are in the textbook or are provided in class.