



**University of International Business and Economics  
International Summer School**

**MGT 410 Business Strategy**

**Term: May 24– June 24, 2021**

**Instructor: Naixiang Feng**

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

**Email: fengnaixiang@uibe.edu.cn**

**Class Hours: Monday through Thursday, 120 minutes each day (2,400 minutes in total)**

**Office Hours: TBD**

**Discussion Session: 2 hours each week**

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

**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., 2021. *Strategic management: Text and cases* (10th ed.). New York: McGraw Hill. ISBN: 1260706648

### Suggested Course Materials:

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

### 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:

◇ Attendance + class participation	20
◇ Tests	30
◇ Midterm exam	20
◇ Final Project *	30
<b>TOTAL</b>	<b>100</b>

\* Final projects account for 30% of the total grades.

A group can be formed with 4-6 students. Groups should be formed on the second day.

The project will involve a presentation on a topic relating to a course concept addressed in class, found in the text, or other topic relating to Business Strategy. Students can find a topic that they are interested in, but the topic should get permission from the instructor. The instructor will also provide potential topics for students to choose.

### 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.

### General expectations:

Class starts on time. It is in your best interest to be punctual. Late arrivals to class will not be admitted. Nor are you allowed to leave the class early. Class attendance is required. Students may miss no more than 3 classes for the entire course. Only valid medical or family emergencies qualify as an absence, and documentation of the same must be presented to the professor no later than the next class meeting. Any missed class without authorized reason (such as a documented health problem) beyond the allowed 3 sessions will lead to the exclusion of the student from the class, and a failing grade.

### \*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	
Day 4	Read Chapter 3: Assessing the Internal Environment of the Firm	4	

Day5	Chapter 4: Recognizing a Firm's Intellectual Assets	4	
Day 6	Test 1 (Chapter 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	
Day 9	Chapter 7: International Strategy Case: Weight Watchers		
Day 10	Midterm Exam	8	
Day 11	Chapter 8: Entrepreneurial Strategy and Competitive Dynamics	9	Midterm exam returned
Day 12	Chapter 9 Strategic Control & Corporate Governance		
Day 13	Test 2 (Chapter8-9)	10	
Day 14	Chapter 10: Creating Effective Organizational Designs	11	Test 2 returned
Day 15	Chapter 11: Strategic Leadership Case: Yahoo!	12	Topic for Final Paper due
Day 16	Chapter 12: Managing Innovation and Fostering Corporate Entrepreneurship		
Day 17	Test 3 (Chapter 10-12)		
Day 18	EXPERIENTIAL EXERCISE 1		Test 3 returned
Day 19	EXPERIENTIAL EXERCISE 2		Final paper due

Day 20	Final project presentations and wrapping up		
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\*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.

**Online Possibility:**

**Due to the on-going pandemic, there is a possibility that in-person courses are changed to online ones. UIBE ISS will notify the students once the decision has been made.**

If the in-person courses are to be changed to online courses, we will make a few adjustments:

1. **Lecture:** Each lecture will be uploaded on UIBE's online learning platform on a daily basis. Students are required to watch them according to the course schedule.
2. **Discussion:** There will be an open session on ZOOM every Tuesday. The attendance of the discussion is important as it is part of your final score.
3. **Office hours:** I will release the office hours once the course starts. You are very welcome to send me emails to book my time. We will have video or audio calls through ZOOM. Please be noted to book them at least 3 days in advance.