



中央民族大学
MINZU UNIVERSITY OF CHINA

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Minzu University of China
MGMT 350 Strategic Management
Summer 2020

Basic Information

Class hours: Monday through Thursday, 2 hours each day
Discussion: Friday, 1 hour (60 minutes)
Review Section: Saturday, 1 hour (60 minutes)
Office Hour: 2 hours (According to professors' teaching plan)
Field trip: According to professors' teaching plan
Credit: 4
Total contact hours: 60 (50 minutes each)
Instructor: Paul A. Tiffany

Course Description

This four-credit MUC course MGMT 350, Strategic Management, is focused on how organizations develop and implement strategies. Strategy is typically the capstone course in the field of management, as it brings together the various functional topics such as operations, marketing, finance, and human resources. It is focused on the general manager of the organization, who has responsibility for defining goals and objectives and then formulating a strategy to achieve them. This strategy should be the means by which the organization allocates resources and capabilities, and it must also include the way in which the strategy will be executed. The latter subject involves the critical area of strategic leadership, that is how senior management communicates the strategy to those who must implement it and how well it monitors, controls, and rewards progress.

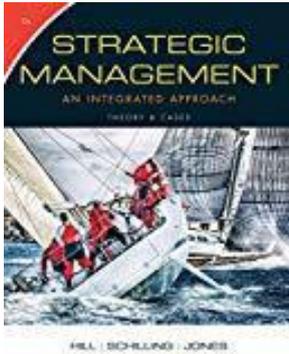
Strategic management usually begins with the creation of the organization's vision, values, and mission statements. It then turns to an analysis of the external competitive environment in which the organization exists, utilizing such tools as "SWOT" (that is strengths, weaknesses, opportunities, and threats). Management next determines how the firm can develop a "competitive advantage" within that external environment, which usually involves a review and critical analysis of the internal resources and capabilities of the organization. Finally, and based on the prior work, a detailed strategic plan is formulated and decisions are made as to how the strategy can be executed.

Our course in Strategic Management will cover all of the above topics, with additional attention to the firm's social responsibilities and its global challenges and opportunities.

This offering of MGMT 350 will be highly participatory, relying on class discussion of assigned readings and case studies selected by the Instructor. Students must be willing and ready to engage in classroom discussion of the subject matter if they expect to pass the course. In addition, a mid-term and final examination, small group case presentations will be required of all students.

Textbook

The assigned text is: Hill, Schilling, & Jones, *Strategic Management: An Integrated Approach*, 12th Ed. (NY: Cengage, 2015).



<p>TABLE OF CONTENTS OF COURSE TEXTBOOK</p> <p><i>PART ONE INTRODUCTION TO STRATEGIC MANAGEMENT</i></p> <p>Chap 1 Strategic Leadership: Managing the Strategy-Making Process for Competitive Advantage.</p> <p>Chap 2 External Analysis: The Identification of Opportunities and Threats</p> <p><i>PART TWO THE NATURE OF COMPETITIVE ADVANTAGE</i></p> <p>Chap 3 Internal Analysis: Distinctive Competencies, Competitive Advantage, and Profitability.</p> <p>Chap 4 Building Competitive Advantage through Functional-Level Strategies.</p> <p><i>PART THREE STRATEGIES</i></p> <p>Chap 5 Business-Level Strategy.</p> <p>Chap 6 Business-Level Strategy and the Industry Environment.</p> <p>Chap 7 Strategy and Technology.</p> <p>Chap 8 Strategy in the Global Environment.</p> <p>Chap 9 Corporate- Level Strategy: Horizontal Integration, Vertical Integration, and Strategic Outsourcing.</p> <p>Chap 10 Corporate-Level Strategy: Related and Unrelated Diversification</p> <p><i>PART FOUR IMPLEMENTING STRATEGY</i></p> <p>Chap 11 Corporate Performance, Governance, and Business Ethics.</p> <p>Chap 12 Implementing Strategy through Organization. <i>CASES</i></p>

Weekly Schedule

Week 1:

Introduction to the course
Course text chapters 1-2

Week 2:

Strategy and “Competitive Advantage”
Course text chapters 3-4-5

Week 3:

Types of Strategies
Course text chapters 6-7-8

Mid-Term Exam

Week 4:

Types of Strategies (continued)
Course text chapters 9-10

Week 5:

Implementing Strategy
Course text chapters 11-12

Course Review

Final Examination

Other Classroom Resources

This course will have a full-time Teaching Assistant to provide further assistance to students as required. This individual will also attend to class roll taking, leading of Friday review sessions, schedule of appointments with the Instructor, and related course issues involving students.



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Grading Weights

The following weights will determine the student's final grade for this course; details of the grade components will be provided in class:

Mid-Term Examination:	30%
Final Examination:	40%
Class Attendance and Participation:	15%
Small-Group Case Presentation:	15%

Grading Standards

Grade	Score Range	GPA
A+	97-100	4.0
A	94-96	3.8
A-	90-93	3.6
B+	87-89	3.47
B	84-86	3.33
B-	80-83	3.2
C+	77-79	3.07
C	74-76	2.93
C-	70-73	2.8
D+	67-69	2.67
D	64-66	2.53
D-	60-63	2.4
F	<60	0

Homework, Class Attendance, and Participation

Students are required to attend all classes and participate actively. Students should treat their classroom obligations as they would treat any serious professional engagement. Your participation grade (15% of the total course grade) will be based on the instructor's assessment of how well you contribute to classroom dynamics relative to your class peers; each class member is expected and encouraged to contribute to the dialogue or discussion.

It is important that you read the assigned readings as background information on the issue/topic before each class session. The classroom will provide you an opportunity to present your views and opinions on the topics under discussion, and to help you refine your knowledge and perspective of cross-border management based



on these interactions.

Please note the following: In case of an absence, the student is responsible for the materials and assignments for that class; it is the student's responsibility to contact the course Teaching Assistant regarding absences and assignments that are missed. Students must submit a one-page write-up summarizing any assigned textbook chapter reading for each missed session; this will be due within one week of the missed session. Unexcused absence from five or more scheduled class sessions (which is a total of 20% of this course) will be grounds for failure in MGMT 350. If you do have to miss class due to a personal emergency, please let the Teaching Assistant know as soon as possible. Such emergencies will be dealt with on a case-by-case basis.

But do keep in mind the following when considering your participation in class discussions: sometimes it's better to remain silent and have others think you are unprepared or a bit dim, rather than speaking out and confirming those suspicions.

Accordingly, you are expected to come fully prepared and ready to participate for every class. Be prepared to be called upon to "open" a class discussion by presenting your full analysis and thoughts on the assigned topic at the start of class, or to be asked through a "cold call" for comment in the midst of the discussion.

The grading of class participation is necessarily a subjective exercise. However, high-quality comments have one or more of the following characteristics: (1) insightfulness, (2) appropriate application of course concepts, and (3) advancement of the in-class discussion at hand. Some specific criteria for evaluating discussion contributions are:

Does the student demonstrate an eagerness to participate?

Is the student a good listener?

Does he/she build on others' comments?

Is the student willing to interact with other class members?

Are the points made relevant to the discussion?

Are they linked to others comments?

Do comments demonstrate evidence of in-depth analysis of the case?

Do comments add to our understanding of the situation?

Do comments make a substantive contribution to the advancement of our analysis?

Is there a willingness to test new ideas, or are the comments "safe"?

Do comments show an understanding of concepts or analytical techniques properly applied to the current situation?

Is the student presenting insightful quantitative analysis (when required)?

Is the student demonstrating ethical considerations and insights?

Exams

An in-class mid-term and a final examination will be administered in this course. Details of content, exam format, etc. will be announced in class well before the examination dates.

Small Group Case Presentation

Students will be assigned to a small group and each of these groups will make an in-class presentation of a case drawn from the course text. There will be one presentation each week, and each student will participate in only one group. Details of expectations of the presentations (e.g., length, format) will be provided in class.

Academic Integrity

The student code of ethics for MUC will be in force throughout the course, and all students are expected to comply with its provisions. Any egregious violations of the code, such as cheating on examinations or submitting written work that is not original with the student, will be grounds for failure in this course. You may consult with appropriate university officials for details of the code of ethics.