



Beijing Jiaotong University

2019 Summer Session

BADM 400 Strategic Management

Course Outline

Term: July 08-August 09,2019

Class Hours: 8:00-10:00 (Monday through Friday)

Course Code: BADM 400

Instructor: Anthony A. Smith

Home Institution: University of Hartford (Hartford, Connecticut)

Office Hours: TBA

Email: morelli@queensu.ca

Credit: 4

Class Hours: This course will have 72 class hours, including 40 lecture hours, professor 10 office hours, 10-hour TA discussion sessions, 2-hour review sessions, 10-hour extra classes.

Course Description:

This course introduces the key concepts, tools, and principles of strategy formulation and competitive analysis. It is concerned with managerial decisions and actions that affect the performance and survival of business enterprises. The course is focused on the information, analyses, organizational processes, and skills and business judgment managers must use to devise strategies, position their businesses, define firm boundaries and maximize long-term profits in the face of uncertainty and competition.

Strategic Management is an integrative and interdisciplinary course. It assumes a broad view of the environment that includes buyers, suppliers, competitors, technology, the economy, capital markets, government, and global forces and views the external environment as dynamic and characterized by uncertainty. In studying strategy, the course draws together and builds on all the ideas, concepts, and theories from your functional courses such as Accounting, Economics, Finance, Marketing, Organizational Behavior, and Statistics.

The course takes a general management perspective, viewing the firm as a whole, and examining how policies in each functional area are integrated into an overall competitive strategy. The key strategic business decisions of concern in this course involve choosing competitive strategies, creating competitive advantages, taking advantage of external opportunities, securing and defending sustainable market positions, and allocating critical resources over long periods. Decisions such as these can only be made effectively by viewing a firm holistically, and over the long term.

Course Objectives:

The objectives of this course are to develop

1. a clear understanding of the key concepts and principles of strategy formulation and competitive analysis,
2. a set of useful analytical skills, tools and techniques for analyzing a company strategically,
3. the ability to take a general management perspective in analyzing a particular company,
4. the ability to build on and integrate ideas, concepts, and theories from previously taken functional courses such as Accounting, Finance, and Marketing,
5. the ability to think critically and strategically,
6. the ability to make the case for a particular set of strategic courses in a compelling manner, recognizing that no one strategic solution for an organization is necessarily correct
7. the ability to work in teams, and
8. oral and written presentation skills through the analysis and reporting of case situations.

Required Textbooks:

Hitt, M., Ireland, R. and Hoskisson, R. [H.I.H]. 2010. Strategic Management: Competitiveness and Globalization - Concepts, Cincinnati, OH: Southwestern College Publishing. 9th edition. Paperback. This is a very good text. It provides you with definitions of key terms, detailed descriptions of conceptual frameworks, and useful guidelines for undertaking various aspects of strategic analysis. You should refer to it constantly and use it t

Grading & Evaluation:

Course grades will be determined as follows: Individual Class Attendance and Participation 20% Individual Quizzes (7) 25% Team Case Presentation 15% Challenge Team (2) 15% Team Company Strategic Analysis and Presentation 25% 100%



Course Schedule:

Week1:

Monday: Course Introduction and Overview

Tuesday: What is strategy? Case discussion on Starbucks Coffee Company in the 21st Century

Wednesday: Starbucks, continued.

Thursday: Cola Wars Continue: Coke and Pepsi in 2010

Week2:

Monday: Case Discussion: Intel Corporation, 1968-2003

Tuesday: Case Discussion: Wal-Mart Stores, Inc.

Wednesday: Case Discussion: Samsung Electronics

Thursday: Catch-up day

Week3

Monday: Case Discussion: Delta Airlines

Tuesday: Case Discussion: General Motors: Acting Strategically?

Wednesday: Case Discussion: The Walt Disney Company and Pixar, Inc.

Thursday: Catch-Up Day

Week4

Monday: Case Discussion: Motorola in China: Failure of Success?

Tuesday: Haier: Taking a Chinese Company Global

Wednesday: Patagonia

Thursday: Catch-up day

Week5

Monday: Team Case Presentations

Tuesday: Team Case Presentations

Wednesday: Team Case Presentations

Thursday: Wrap-up and Careers; Future Study and plans in the USA or elsewhere in the world.