



上海财经大学

Shanghai University of Finance & Economics

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Shanghai University of Finance & Economics

2019 Summer Program

BADM 400 Strategic Management

Course Outline

Term: June 3 – June 28, 2019

Class Hours: 12:00-13:50 (Monday through Friday)

Course Code: BADM 400

Instructor: Arash Azadegan

Home Institution: Rutgers University, New Jersey, USA

Office Hours: TBA and by appointment

Email: azadegan.arash@gmail.com

Credit: 4

Class Hours: This course will have 52 class hours, including 32 lecture hours, professor 8 office hours, 8-hour TA discussion sessions, 4-hour review sessions.

Course Description:

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.

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]. 2017. Strategic Management: Competitiveness and Globalization - Concepts, Cincinnati, OH: Southwestern College Publishing. 12th edition. Paperback.

Grading & Evaluation:

Students will be evaluated on (a) class attendance and participation; (b) one homework exercise on financial metrics; (c) two quizzes; (d) two written case analyses; (e) a two-phase group project consisting of two separate in-class presentations and a final written research paper. All assignments must be completed in order to pass the course. There is no final exam.

The weightings will be as follows:

Class attendance and participation:	20%
Test 1 (Chapters 1-4)	20%
Test 2 (Chapters 1-4)	20%
Test 3 (Chapters 1-4)	20%
Written case analyses and report	20%

Grades are based on the following standard framework:

A	90 % to 100%
B	80% to 89%
C	70% to 79%
D	60% to 69%
F	Below 60%

QUIZZES

Each of the two quizzes will cover the basic strategy concepts that we cover in class and through case discussions and assigned readings. I will provide more detail on each quiz in advance.

If you have a valid emergency and cannot attend a scheduled quiz, notify me as soon as possible, preferably before the quiz. For students with documented and valid emergencies, a makeup quiz will be administered soon after the scheduled quiz, at the instructor's convenience. The makeup quiz may have a different format, structure, and level of difficulty from the scheduled quiz.



Course Schedule

This schedule may be amended at any time as necessary based on the Instructor's discretion

		Topic
Week 1	Session 1	Course Introduction and Overview Lecture/Discussion: (HIH Ch. 1) Strategic Management & Strategic Leadership <i>In this chapter you will learn how firm's use the strategic management process</i>
	Session 2	Preparing for case analysis (Part 4 – HIH) Case Discussion: Airline Competition (page 29 – HIH)
	Session 3	Lecture/Discussion: (HIH Ch. 2) External Environment <i>After reading this chapter you will understand why the firm's external environment is both challenging and complex.</i>
	Session 4	Case Discussion: The informal environment – Page 69
Week 2	Session 1	Lecture/Discussion: (HIH Ch. 3) Internal Organization <i>After reading this chapter you should understand the meaning of the term value and why it is critical for the firm to create value in order to remain competitive.</i>
	Session 2	Case Discussion: Zara Case (HIH)
	Session 3	Lecture/Discussion: (HIH Ch. 4) Business level strategy <i>The purpose of this chapter is to help you understand what is meant by a business level strategy and the different types of business level strategies.</i>
	Session 4	Case Discussion: JC Penney (HIH)
Week 3	Session 1	Course Review
	Session 2	Lecture/Discussion: (HIH Ch. 5) Competitive Dynamics <i>This chapter will help you to understand the meaning of competitive behavior.</i>
	Session 3	Case Discussion: FedEx and UPS (HIH)
	Session 4	Lecture/Discussion: (HIH Ch. 7) Merger and Acquisition Strategies <i>After reading this chapter you should understand what mergers and acquisitions are and why a firm might pursue mergers and acquisitions.</i>
Week 4	Session 1	Case Discussion: CISCO Systems (HIH)
	Session 2	Lecture/Discussion: (HIH Ch. 12) Strategic Leadership <i>This chapter will help you understand that effective strategic leadership is essential to the strategic management process</i>
	Session 3	Case Discussion: P&G mini-case page 407 HIH
	Session 4	Course Review



Additional Information: Guidelines for Case Analysis:

An objective of this course is to strengthen your oral and written communication skills. When students prepare their written case analysis the report must use consistent margins, font size and type. Papers should be prepared as a business report. Professor Azadegan will provide additional information about how to prepare a business report and guidelines. You are not doing an academic term paper. When the team presents a case analysis in class, each team will have approximately 35 minutes followed by class discussion. When student present a case, they must provide a one-page outline that may be two sided. Note: Students are advised that the University writing center is available to review written work assignments but you must give it to them well in advance of when the assignment is due.

Policies and Procedures:

(1) Students are expected to attend class and be on time. Students who miss more than two classes without written medical justification, will be penalized at the discretion of the professor by a reduction in class participation grade. The professor does not like to do this so attend class and be on time.

(2) **There are no make-up tests in this course** unless you are in bed in a hospital or someone in your immediate family has passed away. Immediate family means mother, father, brothers or sisters, grand- mothers, grand-fathers, immediate aunts and uncles. If one of these unfortunate events occurs Professor Azadegan requires an “official certification” of such event. Interviews for jobs do not count. Do not arrange any interview on the day of your team presentation or tests. If one of these unfortunate events does occur any make-up test is written/discussion type questions and taken at the time of the Professor’s convenience.

(3) When students present their oral case presentations they are expected to be neatly attired. Neat attire is generally a sport jacket or suit for men (but at least a shirt and tie) and whatever might be equivalent for women; specifically, no shorts, cut offs, flip flops, blue jeans, sweat pants, yoga pants or other casual/bar attire. Professor Azadegan firmly believes that life appearance does matter although that has become questionable in the global professional world these days. People will treat you the way you present yourself!!! People draw conclusions quite often unfairly by certain attributes of your appearance, so it is best to play safe- better to over dress than the alternative.

How to Do Well in this Course:

Professor Azadegan assume students wish to do well in this course. The most successful students tell me that they are successful by using the following approach. First, they read the chapter assignment prior to class, then they outline the chapter, then they again read the chapters and study the outlines prior to each test. Additionally, the summary at the end of each chapter helps to understand the terms and concepts that the authors are presenting. Additionally, in regard to the team assignment, **teams are most successful when they meet at a prescribed time each week** to structure their presentation, assign responsibilities and then review their contributions when they meet each week. Electronic communication among team members is useful but teams **MUST** meet routinely to prepare their final in class oral presentation and the final written paper. This means if you wish to do well in this course you need to be conscientious and regimented in your approach to the course and involved in each class meeting.



Some information about the professor:

University Website: <https://www.business.rutgers.edu/faculty-research/directory/arash-azadegan>

Linked in: <http://www.linkedin.com/pub/arash-azadegan/12/a57/733>

Professional Blog: <http://aazadegan.blogspot.com/>

Arash Azadegan (PhD, W.P. Carey School of Business, Arizona State University) is an Associate Professor at Rutgers Business School and the Director of Supply Chain Disruption Research Laboratory (SCDrl). Dr. Azadegan has an active stream of research focused on strategic management, humanitarian supply chains and crisis management. Among his ongoing projects, he is working on research that explores the nature of trust and reciprocity among inter-sectoral collaborations during humanitarian relief. A related project focuses on detailing the network structure and nature of relationships among NGOs during hurricane Sandy. In a second stream of research Dr. Azadegan focuses on the influence and corporate resilience and business continuity efforts in managing large scale supply chain disruptions. Dr. Azadegan has shared his research findings in numerous national and international venues, including Columbia University's National Center for Disaster Preparedness, Transportation Research Board in Washington DC and at multiple Universities in China. Dr. Azadegan's work is published in several top operations, supply chain and management journals including the Journal of Operations Management, Journal of Supply Chain Management, Production and Operations Management, Journal, Journal of Business Ethics and the Decision Sciences Journal among others. Dr. Azadegan serves as associate editor for the Journal of Operations Management, Journal of Supply Chain Management and the Decision Sciences Journal. He is a member of the executive board for the Safe America Foundation and ISM Risk Management.

APPENDIX

Appendix A: Guide to Case Analysis

Cases require careful preparation before class. The following is a list of steps to guide your case preparation.

- a. Rapidly read the assigned case and other materials to gain a general understanding of the industry, the firm, and the general competitive situation and issues.
- b. Carefully review the discussion questions provided for the session for clues as to what issues require special attention.
- c. Carefully re-read the case, taking notes that sort information, facts, and observations under a number of relevant headings. Use the discussion questions to guide your own thinking about the issues.
- d. Formulate theories or hypotheses about what is going on as you read ("the company loses money on small orders"), modifying or rejecting them as new information surfaces ("Table 2 shows that shipping costs per unit are higher for small orders, but only for long-distance shipments").
- e. Perform quantitative analyses, "crunching" whatever numbers are available. It is also very important to provide quantitative support wherever possible, particularly when exploring various hypotheses as to the nature and importance of certain phenomena. (If the requisite data are not available in the case, precise descriptions of what data are missing often triggers ideas for making creative use of the information that is available.) It is usually worthwhile to identify trends in the firm or industry, preferably with a quantitative measurement. Some of these trends, often very important ones, will not be flagged in the text of the case.
- f. Prepare definitive conclusions before you come to class concerning the issues raised in the discussion questions.
- g. Bring your detailed notes with you to class to help guide your interventions in class discussions.