

Company Strategy Management Abbreviated Course Syllabus

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| <u>Course Number:</u> | BB702A |
| <u>Course Name:</u> | Company Strategy Management |
| <u>Instructors:</u> | Kong Lingfu |
| <u>Students:</u> | Business Administration 2022 |
| <u>Required Text:</u> | <ol style="list-style-type: none">1. Company Strategy Management, Wang Fanghua, Fudan University Press, Edition 2023, 42. Company Strategy Management, Lan Hailin, Science Press, Edition 2022, 113. Company Strategy Management, Chen Zhijun, Renmin University Press, Edition 2020, 4 |
| <u>Course Description:</u> | Company strategy management is a professional compulsory course of business administration. Based on multidisciplinary knowledge of management, economics, financial management, marketing and human resource management, the course systematically explores four modules of strategic analysis, formulation, implementation and control, with a view to providing theoretical basis and method guidance for enterprises to make decisions in complex environments. The course includes ten chapters: introduction to strategic management, corporate vision, mission and strategic objectives, external environment analysis, internal environment analysis, corporate strategy, business strategy, internationalization strategy, strategic approach, strategy formulation, strategy implementation and control. |

| Topic Outline: | Hours |
|---|-------|
| I. Introduction to Strategy management | 4 |
| A. The meaning and characteristics of corporate strategy | |
| B. Process and task of strategic management | |
| C. Levels of strategic management | |
| D. Disciplinary characteristics, research paradigms and theoretical schools of strategic management | |
| E. Strategic management case analysis method | |
| II. Corporate vision, mission and strategic objectives | 2 |
| A. Corporate mission | |
| B. Corporate vision | |
| C. Corporate strategic objectives | |
| III. External environment analysis | 8 |
| A. Macro environment analysis | |
| B. Industry environment analysis | |

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| | ① Economic characteristics and life cycle of the industry | |
| | ② Industry competition structure | |
| | ③ Strategic groups | |
| | ④ Competitors | |
| C. | Summary and evaluation of external environment | |
| | ① Key success factors | |
| | ② External factor evaluation matrix | |
| IV. | Internal environment analysis | 6 |
| A. | Enterprise resources | |
| | ① The concept of enterprise resources | |
| | ② Content and its interrelation of enterprise resources | |
| B. | Enterprise capability | |
| | ① The concept of enterprise competence and core competitiveness | |
| | ② Content and its interrelation of enterprise competence and core competitiveness | |
| C. | Value chain analysis | |
| D. | Internal factor evaluation matrix | |
| E. | SWOT analysis | |
| V. | Corporate-level strategy | 8 |
| A. | Outline of corporate-level strategy | |
| | ① The way the company's headquarters creates value | |
| | ② The connotation, classification and basic strategic thought of corporate strategy | |
| | ③ Connotation, classification and applicable conditions of stable development strategy, contraction strategy and growth strategy | |
| B. | Three main strategies | |
| | ① Intensive growth strategy | |
| | ② Integration strategy | |
| | ③ Diversification strategy | |
| C. | Case study | |
| VI. | Business layer strategy | 6 |
| A. | Basic competitive strategy | |
| | ① Cost leadership competition strategy | |
| | ② Differentiation competition strategy | |
| | ③ Centralized competition strategy | |
| B. | Strategy clock | |
| | Eight competitive strategy choices | |
| C. | Dynamic competitive strategy | |
| | ① Competition strategy under ultra-competitive environment | |
| | ② Competition strategy under different industrial structure | |
| | ③ Competition strategy under different market competitive position | |
| D. | Strategic choice of industrial environment and business level | |
| E. | Case study | |
| VII. | Internationalization strategy | 4 |

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| A. | Overview of internationalization strategy | |
| | ① The hierarchy of internationalization strategy | |
| | ② The motivation of internationalization strategy | |
| | ③ The key factors of international strategic environment analysis | |
| | Include: economic market, social culture, political law, etc | |
| B. | Internationalization strategy analysis framework | |
| | ① Global integration - local response framework | |
| | ② Coordination framework | |
| C. | Strategic mode of overseas market entry | |
| | ① Trade-type strategic entry mode | |
| | ② The contract type strategic entry mode | |
| | ③ The investment type strategic entry mode | |
| VIII. | Strategic approach | 4 |
| A. | Intrapreneurship | |
| B. | Strategic M&A | |
| C. | Strategic alliances | |
| D. | Business outsourcing | |
| E. | Platform strategy | |
| IX. | Enterprise strategy formulate | 2 |
| A. | Thinking and framework of strategy formulation | |
| B. | Methods of enterprise strategic selection | |
| | ① SWOT matrix | |
| | ② BCG matrix | |
| | ③ SPACE matrix | |
| | ④ IE matrix | |
| C. | Factors affecting strategic decision-making of enterprises | |
| X. | Enterprise strategy implementation and control | 2 |
| A. | Enterprise strategy implementation | |
| | ① The connotation and elements of enterprise strategy implementation | |
| | ② McKinsey 7S model | |
| | ③ The relationship between strategy implementation and corporate culture | |
| | ④ The relationship between strategy implementation and organizational structure | |
| | ⑤ Strategic leadership and strategy implementation | |
| B. | Strategic control | |
| | ① The concept of strategic control | |
| | ② The role of strategic control | |
| | ③ Methods of strategic control | |
| | Go over | 2 |
| | Answer questions before the test | |
| | Total Sessions (Coverage Hours) | 48 |

Summary of UG CPC Topics Covered in this Course:

Hours/Minutes

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|------------------------------------|---|----|
| a. | Marketing | 0 |
| b. | Finance | 0 |
| c. | Accounting | 0 |
| d. | Management | 40 |
| e. | Legal environment of Business | 2 |
| f. | Economics | 0 |
| g. | Business Ethics | 0 |
| h. | Global Dimensions of Business | 4 |
| i. | Business Communications | 2 |
| j. | Information System | 0 |
| k. | Quantitative Techniques and Statistics | 0 |
| l. | Business Policies | 0 |
| m. | Comprehensive or Integrating Experience | 0 |
| Total Estimated CPC Coverage Hours | | 48 |