

**School of Management  
Zhejiang University  
COURSE: STRATEGIC MANAGEMENT**

**Instructor:** Dr Graham Mitchelmore

Email: [gmitch@zju.edu.cn](mailto:gmitch@zju.edu.cn)

Office Hours:

**Teaching Assistant:** YANG Shengxi

Email: [11720036@zju.edu.cn](mailto:11720036@zju.edu.cn)

**COURSE FORMAT AND TIME**

The course comprises two parts totalling 16 x double period sessions (2 x 45 mins). Sessions will start on ..... September 2021 and be held on .....

Specific dates available at <http://courses.zju.edu.cn>

**Part I: Strategic Inputs - Strategic Analysis**

1. Basic Concepts of Strategic Management
2. Strategy and Strategic Thinking
3. Strategic Change
4. Strategic Decision-Making
5. Macro Environmental Analysis
6. Industry Environmental Analysis
7. Competitor and Competition Analysis
8. Internal Analysis

**Part II: Strategic Actions - Strategy Formulation**

9. Generic Strategies
10. Business Strategy
11. Competitive Strategy
12. Corporate Strategy
13. International Strategy
14. Strategy Execution
15. Case Analysis
16. Strategic Planning Analysis

**COURSE MATERIAL**

**This is the full list of academic reference materials used in compiling this course. Students are not expected to read every reference but may wish to do background and supplementary reading to expand on the lecture material.**

**Textbook:**

Hitt, M.A., Ireland, R.D., & Hoskisson, R.E. (2017). *Strategic Management Competitiveness & Globalization: Concepts and Cases*. 12<sup>th</sup> Edition.  
ISBN: 978-1-305-50214-7

**Additional Books (in order of relevance):**

Johnson, G., Whittington, R., Scholes, K., Angwin, D., & Regner, P. (2017). *Exploring Strategy: Text & Cases*, 11<sup>th</sup> Edition.

ISBN: 978-1-292-14512-9 (print)

978-1-292-14513-6 (PDF)

978-1-292-14514-3 (ePub)

David, F.R., & David F.R. (2017). *Strategic Management: Concepts and Cases, A Competitive Advantage Approach*, 16<sup>th</sup> Edition.

ISBN 10: 0-13-416784-8 / ISBN 13: 978-0-13-416784-8

Porter, M.E. (1980). *Competitive Strategy: Techniques for Analyzing Industries and Competitors*. The Free Press.

ISBN: 0-684-84148-7

Sun-tzu's Art of War (any version for self-reflection and class participation)

Porter, M.E. (1985). *Competitive Advantage: Creating and Sustaining Superior Performance*.

ISBN: 0-684-84146-0

Mintzberg, H., Ahlstrand, B. & Lampel, J. (1998). *Strategy Safari: A Guided Tour Through the Wilds of Strategic Management*.

ISBN: 0-684 -84743-4

Daft, R.L. (2010). *Organization Theory and Design*, 10<sup>th</sup> Edition.

ISBN: 13: 978-0-324-59889-6 / ISBN: 10: 0-324-59889-0

Ansoff, H.I. (1988). *Corporate Strategy*.

Roberts, A., Wallace, W, & Moles, P. (2010). *Mergers and Acquisitions*. Edinburgh Business School.

**Referenced Other Readings:**

Kim, W.C. & Mauborgne, R. (2002). Charting your company's future. *Harvard Business Review*.

Kim, W.C. & Mauborgne, R. (2004). Blue Ocean Strategy. *Harvard Business Review*.

Chen, H.C., Chiang, R.H.L., & Storey, V.C. (2012). Business Intelligence and Analytics: From Big Data to Big Impact. *MIS Quarterly*.

Courtney, H., Kirkland, J., & Viguerie, P. (1997). Strategy Under Uncertainty. *Harvard Business Review*.

Das, T.K., & Deng, B.S. (1999). Cognitive Biases and Strategic Decision Processes: An Integrative Perspective. *Journal of Management*.

D'Aveni, R.A., Canger, J.M., & Doyle, J.J. (1995). Coping with Hypercompetition: Utilizing the New 7S's Framework [and Executive Commentary]. *Academy of Management Review*, 9(3), 45-60.

Ghemawat, P. (2001). Distance Still Matters: The hard reality of global expansion. *Harvard Business Review*.

Hofstede, G. (2011). Dimensionalizing Cultures: The Hofstede Model in Context. *Online Readings in Psychology and Culture*.  
<https://scholarworks.gvsu.edu/orpc/vol2/iss1/8>

Husdal, J. (2010). A Conceptual Framework for Risk and Vulnerability in Virtual Enterprise Networks. In: S Ponis (Ed.) (2010) *Managing Risk in Virtual Enterprise Networks: Implementing Supply Chain Principles*.

Kaplan, R.S., & Norton, D.P. (1996). Using The Balanced Scorecard as a Strategic Management System. *Harvard Business Review*.

Kaplan, R.S., & Norton, D.P. (2000). Having Trouble with Your Strategy? Then Map It. *Harvard Business Review*.

King, P., & Zhang, W. (2014). Chinese and Western Leadership Models: A Literature Review. *Journal of Management Research*.

Mintzberg, H. (1987). The Strategy Concept I: Five Ps For Strategy. *California Management Review*.

Mintzberg, H. (1987). The Strategy Concept II: Another Look at Why Organizations Need Strategies. *California Management Review*.

Mintzberg, H., & Lampel, J. (1999). Reflecting on the Strategy Process. *Sloan Management Review*.

Porter, M.E. (2008). The Five Competitive Forces That Shape Strategy. *Harvard Business Review*.

Porter, M.E. (1996). What is Strategy?. *Harvard Business Review*.

Quinn, J.B. (1978). Strategic Change: Logical Incrementalism. *Sloan Management Review*.

Schoemaker, P.J.H., (1995). Scenario Planning: a tool for strategic thinking. *Sloan Management Review*.

Tversky, A., & Kahneman, D. (1974). Judgment under uncertainty: Heuristics and biases. *Science*, 185(4157), 1124–1131.

Waterman, R., Peters, T., & Phillips, J. (1980). 'Structure is not organisation'. *Business Horizons*.

Wilkinson, A., & Kupers, R. (2013). Living in the Futures. *Harvard Business Review*.

## **COURSE DESCRIPTION**

This core course on Strategic Management introduces established concepts and practices applied by executives and their management teams to manage organizational performance. The fundamental questions of this course relate to the strategic fit of an organization with its operating environment, the organizational purpose and the alignment of strategic decisions towards that purpose. Strategic Management has developed quickly in recent years. Therefore, the course will consider contemporary developments.

### **Course Goals**

The course aims for a student to (be able to):

1. Learn the essential material for a future executive to appreciate the analysis, formulation and execution of business, corporate and international strategy.
2. Develop strategic thinking.
3. Apply theory and practice to analyse strategic issues.
4. Conduct strategic environmental analysis and identify implications.
5. Perform resource analysis and identify implications.
6. Formulate a strategic plan.
7. Design and manage strategy execution.
8. Form a self-learning ability for strategic management.

### **Language**

The course is presented in English. The contents and objectives are fully aligned with the equivalent course in Chinese. Students should have a reasonable level of English. While not a specific goal, the course offers an excellent opportunity for interaction and practice with a native English speaking instructor who has considerable experience of working alongside colleagues with English as a second or third language.

## **COURSE GUIDELINES**

**Academic Integrity.** All work by a student or group must represent their own endeavour. When original concepts are presented, all efforts must be made to verify the originality claim, with references to inspirational sources made explicit. Other external sources that form part of a work must be correctly referenced. All attempts at plagiarism will be subject to the University policies on academic dishonesty. Please review the University policy regarding student conduct.

**Preparation.** Students should complete the preparatory reading and any set assignments for sessions in advance.

**Participation.** Students should be prepared to participate in individual and group exercises.

**Punctuality.** Teaching is expected to begin and end in accordance with the schedule. Any delays may cause subsequent delays.

**Distractions.** The use of electronic devices for matters outside of the direct subject material should be avoided. When asked to *think*, students should think for themselves rather than rely on electronic sources of information.

**Disruptions.** Consideration should prioritize collective over individual needs. Disruptions should be avoided wherever possible.

### **ASSESSMENTS, ASSIGNMENTS AND EXAMINATION**

Description	Percentage	Notes
Attendance*	10%	Actual Rate / Punctuality
Classroom Participation*	10%	Participation / Conduct / Mini Assignments
Assignment	30%	Combined Individual / Group Assignment
Examination	50%	Multiple Choice / Short Answers

\*Based on face-to-face/online attendance/participation of 16 x classes and 2 x tutorials.

**Assignment.** The assignment will combine individual and group work to conduct a strategic management analysis with case organisations as the object. The requirements will centre on the structure and material covered in the course. The assignment will be evaluated with equal weighting on four areas:

1. Application of theoretical knowledge and analytical frameworks.
2. Researched, objective, reasoned and well-founded strategic appreciation.
3. Analysis-based and operable strategy formulation for targeted improvement.
4. Structured, clearly articulated, well-presented and correctly referenced submission.

While every effort should be made to use correct English, the main focus of evaluation is the content. Specific details of the groupings, assignment cases, submission format and deadline will be issued in the early stages of the course.

**Examination.** The examination comprises three sections:

1. Multiple Choice Questions - knowledge on strategic management theory.
2. Case Study - strategic analysis and strategy formulation.
3. Specialized Topic - written brief on a selected topic - several choices.

The examination will test students' knowledge of the main concepts of strategic management; assess their ability to apply and present a logical, structured approach to a strategic analysis and strategy formulation in a clear, concise and precise format; and to demonstrate an in-depth understanding of a specific topic of interest.

### DETAILED PROGRAMME

Part I	Strategic Inputs - Strategic Appreciation
<p><u>Session 1</u> Basic Concepts of Strategic Management</p>	<p><a href="#">Part 1 - Introduction, Scene Setting, Definitions, Prisoner Dilemma</a> <a href="#">Part 2 - Complexity, Negatives, Positives, Models, Course Layout</a></p> <p><u>Preparatory Reading:</u> <i>Hitt, Ireland, Hoskisson, Strategic Management</i> Chapter 1. Strategic Management and Strategic Competitiveness</p> <p><u>Supplementary Reading:</u> <i>Johnson, Whittington, Scholes et al., Exploring Strategy</i> Chapter 1. Introducing Strategy</p>
<p><u>Session 2</u> Strategy and Strategic Thinking</p>	<p><a href="#">Part 1 - 5 Ps, Plus 2 Ps, Intended, Deliberate, Unrealised, Emergent, Realised, Why Need Strategy</a> <a href="#">Part 2 - Cultural Variations</a></p> <p><u>Preparatory Reading:</u> Mintzberg, H. (1987). The Strategy Concept I: Five Ps For Strategy. <i>California Management Review</i>.</p> <p><u>Supplementary Reading:</u> <i>Hofstede, G. (2011). Dimensionalizing Cultures: The Hofstede Model in Context. Online Readings in Psychology and Culture.</i> King, P., &amp; Zhang, W. (2014). Chinese and Western Leadership Models: A Literature Review. <i>Journal of Management Research</i>. Mintzberg, H. (1987). The Strategy Concept II: Another Look at Why Organizations Need Strategies. <i>California Management Review</i>.</p>
<p><u>Session 3</u> Strategic Change</p>	<p><a href="#">Part 1 - 10 Schools of Strategy</a> <a href="#">Part 2 - Formal Planning v Logical Incrementalism, Case Study</a></p> <p><u>Preparatory Reading:</u> Mintzberg, H., &amp; Lampel, J. (1999). Reflecting on the Strategy Process. <i>Sloan Management Review</i>.</p>

	<p>Quinn, J.B. (1978). Strategic Change: Logical Incrementalism. <i>Sloan Management Review</i>.</p>
<p><u>Session 4</u> Strategic Decision-Making</p>	<p><a href="#">Part 1 - Certainty/Probability/Uncertainty, 4 levels, Analysis, Strategic Postures, Strategic Moves</a>  <a href="#">Part 2 - Decision-making Processes, Rational, Bounded Rationality, Programmed, Non-programmed, Wicked, 4 Approaches, Mistakes &amp; Biases, 3 cup problem?</a></p> <p><u>Preparatory Reading:</u>  Courtney, H., Kirkland, J., &amp; Viguerie, P. (1997). Strategy Under Uncertainty. <i>Harvard Business Review</i>.</p> <p><u>Supplementary Reading:</u>  Daft, Organization Theory and Design  Chapter 12. Decision-Making Processes  Chapter 13. Conflict, Power and Politics  Das, T.K., &amp; Deng, B.S. (1999). Cognitive Biases and Strategic Decision Processes: An Integrative Perspective. <i>Journal of Management</i>.</p>
<p><u>Session 5</u> Macro Environmental Analysis</p>	<p><a href="#">Part 1 - Env Scanning, External, PESTEL, Intelligence-gathering, Opportunities/Threats, Process, Scenario Analysis, Audit Concept</a>  <a href="#">Part 2 - Examples</a></p> <p><u>Preparatory Reading:</u>  Hitt, Ireland, Hoskisson, Strategic Management  Chapter 2. The External Environment: Opportunities, Threats, Industry Competition, and Competitor Analysis</p> <p><u>Supplementary Reading:</u>  Johnson, Whittington, Scholes et al., Exploring Strategy  Chapter 2. The Environment  David, Strategic Management  Chapter 3. The External Assessment</p>
<p><u>Session 6</u> Industry Environmental Analysis</p>	<p><a href="#">Part 1 - Strategic Groups, Segments, Strengths/Weaknesses, Porter's 5 Forces, Blue Ocean Thinking, Briefly Industry Life-cycle</a>  <a href="#">Part 2 - Case Study</a></p> <p><u>Preparatory Reading:</u>  Porter, M.E. (2008). The Five Competitive Forces That Shape Strategy. <i>Harvard Business Review</i>.</p> <p><u>Supplementary Reading:</u>  Johnson, Whittington, Scholes et al., Exploring Strategy  Chapter 3. Industry and Sector Analysis  David, Strategic Management</p>

	<p>Chapter 3. The External Assessment  Chan, K., &amp; Mouborgne, R. (2004). Blue Ocean Strategy. <i>Harvard Business Review</i>.</p>
<p><u>Session 7</u>  Competitor and Competition Analysis</p>	<p><a href="#">Part 1 - Porter Competitor Intelligence and Analysis, Drivers, Rivalry, Attacks, Responses, Strategic, Tactical, Industry &amp; Market Life-cycles continued, Sun Tzu</a>  <a href="#">Part 2 - Red/Blue Game - Basic</a></p> <p><u>Preparatory Reading:</u>  Hitt, Ireland, Hoskisson, Strategic Management  Chapter 5. Competitive Rivalry and Competitive Dynamics</p> <p><u>Supplementary Reading:</u>  Porter, Competitive Strategy  Chapter 3. A Framework for Competitor Analysis  Chen, H.C., Chiang, R.H.L., &amp; Storey, V.C. (2012). Business Intelligence and Analytics: From Big Data to Big Impact. <i>MIS Quarterly</i>.</p>
<p><u>Session 8</u>  Internal Analysis</p>	<p><a href="#">Part 1 - Value-Chain Identification, Value Network, SWOT, Managing Strategic Capabilities, Culture, Management, Marketing, Finance, Operations, R&amp;D, MIS, Value Chain Analysis</a>  <a href="#">Part 2 - Case Study</a></p> <p><u>Preparatory Reading:</u>  Hitt, Ireland, Hoskisson, Strategic Management  Chapter 3. The Internal Organization: Resources, Capabilities, Core Competencies and Competitive Advantages</p> <p><u>Supplementary Reading:</u>  Johnson, Whittington, Scholes et al., Exploring Strategy  Chapter 4. Resources and Capabilities  David, Strategic Management  Chapter 4. The Internal Assessment  Porter, M.E. (1996). What is Strategy? <i>Harvard Business Review</i>.</p>
<p><b>Part II</b></p>	<p><b>Strategic Action - Strategy Formulation</b></p>
<p><u>Session 9</u>  Generic Strategies</p>	<p><a href="#">Part 1 - Levels of Strategy, Factors, 5 Generic Strategies, Effect on 5 Forces for Each, Porter-Competencies, Risks, Strategy Clock, Interactive Strategies - Hypercompetition</a>  <a href="#">Part 2 - Case Study</a></p> <p><u>Preparatory Reading:</u>  Hitt, Ireland, Hoskisson, Strategic Management  Chapter 4. Business Level Strategy</p>



	<p><u>Supplementary Reading:</u>  <i>Porter, Competitive Strategy</i>  Chapter 2. Generic Competitive Strategies  <i>Johnson, Whittington, Scholes et al., Exploring Strategy</i>  Chapter 4. Strategic Purpose  Chapter 6. Business Strategy  <i>David, Strategic Management</i>  Chapter 5. Strategies in Action  Chapter 6. Strategy Analysis and Choice</p>
<p><u>Session 10</u>  Business Strategy</p>	<p><a href="#">Part 1 - Business Level Strategy, Strategic Purpose, VMV, Stakeholder v Shareholder, CSR, Stakeholder Expectations Mapping</a>  <a href="#">Part 2 - Case Study</a></p> <p><u>Preparatory Reading:</u>  <i>Hitt, Ireland, Hoskisson, Strategic Management</i>  Chapter 4. Business Level Strategy</p> <p><u>Supplementary Reading:</u>  <i>Johnson, Whittington, Scholes et al., Exploring Strategy</i>  Chapter 4. Strategic Purpose  Chapter 6. Business Strategy  <i>David, Strategic Management</i>  Chapter 5. Strategies in Action  Chapter 6. Strategy Analysis and Choice</p>
<p><u>Session 11</u>  Competitive Strategy</p>	<p><a href="#">Part 1 - Review, Porter - Industry Characteristics - Tragedy of the Commons - Cooperative Moves, Competitive Moves, Lags, Defensive Moves, Sun Tzu, Nuclear Deterrent, Commitment, Focal Points</a>  <a href="#">Part 2 - Case Study - Red/Blue Game (Cycle of Tit-for-Tat), Replication Strategies, Evolutionary Games</a></p> <p><u>Preparatory Reading:</u>  <i>Hitt, Ireland, Hoskisson, Strategic Management</i>  Chapter 5. Competitive Rivalry and Competitive Dynamics</p> <p><u>Supplementary Reading:</u>  <i>Porter, Competitive Strategy</i>  Chapter 5. Competitive Moves</p>
<p><u>Session 12</u>  Corporate Strategy</p>	<p><a href="#">Part 1 - Ansoff, Diversification Drivers, Outsourcing, Value Creation/Destruction, BCG, Directional Policy Matrix, Parenting Matrix, Diversification, M&amp;A, Restructuring, Strategic Alliances</a>  <a href="#">Part 2 - Case Study</a></p> <p><u>Preparatory Reading:</u></p>

	<p><i>Hitt, Ireland, Hoskisson, Strategic Management</i>  Chapter 6. Corporate Level Strategy  Chapter 7. Merger and Acquisition Strategies  Chapter 9. Cooperative Strategy  <u>Supplementary Reading:</u>  <i>Johnson, Whittington, Scholes et al., Exploring Strategy</i>  Chapter 8. Corporate Strategy and Diversification</p>
<p><u>Session 13</u>  International Strategy</p>	<p><a href="#"><u>Part 1 - Drivers, Porter’s Diamond, Opportunities, Capabilities, Market Selection, Entry, Outcomes, Risks - Culture Comparisons, Performance</u></a>  <a href="#"><u>Part 2 - Case Study</u></a></p> <p><u>Preparatory Reading:</u>  <i>Hitt, Ireland, Hoskisson, Strategic Management</i>  Chapter 8. International Strategy  <u>Supplementary Reading:</u>  <i>Johnson, Whittington, Scholes et al., Exploring Strategy</i>  Chapter 9. International Strategy  <i>David, Strategic Management</i>  Chapter 11. Global / International Issues</p>
<p><u>Session 14</u>  Strategy Execution</p>	<p><a href="#"><u>Part 1 - Governance, Structure, Strategic Leadership, Mintzberg Intended Strategic Planning, Emergence, Ambidexterity, Context, Environmental Uncertainty</u></a>  <a href="#"><u>Part 2 - Control Systems, Balanced Scorecard, Strategy Map - Case Study</u></a></p> <p><u>Preparatory Reading:</u>  <i>Hitt, Ireland, Hoskisson, Strategic Management</i>  Chapter 10. Corporate Governance  Chapter 11. Organizational Structure and Controls  Chapter 12. Strategic Leadership  <u>Supplementary Reading:</u>  <i>Johnson, Whittington, Scholes et al., Exploring Strategy</i>  Chapter 13. Strategic Development Processes  Chapter 14. Organizing and Strategy  Chapter 15. Leadership and Strategic Change  <i>David, Strategic Management</i>  Chapter 7. Implementing Strategies: Management and Operations Issues  Chapter 8. Implementing Strategies: Marketing, Finance/ Accounting, R&amp;D, and MIS Issues  Kaplan, R.S., &amp; Norton, D.P. (2007). Using The Balanced Scorecard as a Strategic Management System. <i>Harvard Business Review</i>.</p>

<p><u>Session 15</u> Case Analysis</p>	<p><a href="#">Part 1 - Configuration Systems, McKinsey 7S, Case Study</a> <a href="#">Part 2 - Scenario Thinking - Case Study (Group Assignment)</a></p> <p><u>Supplementary Reading:</u>  Waterman, R., Peters, T., &amp; Phillips, J. (1980). 'Structure is not organisation'. <i>Business Horizons</i>.  Wilkinson, A., &amp; Kupers, R. (2013). Living in the Futures. <i>Harvard Business Review</i>.  Schoemaker, P.J.H., (1995). Scenario Planning: a tool for strategic thinking. <i>Sloan Management Review</i>.</p>
<p><u>Session 16</u> Strategic Planning Analysis</p>	<p><a href="#">Part 1 - Strategic Plans</a> <a href="#">Part 2 - Case Study (Group Assignment)</a></p> <p><u>Preparatory Research:</u>  Any Published Strategic Plan for a Major Organization  Other Published Strategic Plans for Major Organizations</p>