



**East China Normal University
GEC International Summer School**

BUS23: Strategic Management

Term: June 16th to July 18th, 2025

Class Hours: Monday through Friday, 110 minutes each day (2,750 minutes in total)

Instructor: Naixiang Feng

Home Institution: University of International Business and Economics

Office hours: TBD

Email: nxfeng@yahoo.com

Course Description

This course represents a case study approach to business decision-making that integrates functional and organizational disciplines. It examines a series of complex industrial situations in depth to determine, in each instance, the strategy and policies a firm should follow for its long-run survival.

Prerequisite: BUS11 and 3 business/management courses at undergraduate level.

Course Overview

This course introduces students to analytical frameworks managers use to formulate business and corporate strategies. The goal of strategic management is to gain *sustainable competitive advantage (SCA)* – a concept that has much relevance beyond business organizations. In fact, I encourage you to consider how the ideas and tools in this course can help you to achieve your professional and personal objectives. Firms attain SCA by building ‘distinctive competencies’ and deploying them more effectively than their rivals. Similarly, each of us has strengths and weaknesses that enable us to excel easily at some tasks but cause us to struggle with others. Understanding these and learning to compensate for our weaknesses and leverage our strengths, is critical life skills. Organizations face the same challenge. We’ll examine a variety of ‘moves’ through which firms position themselves to compete on their strengths while neutralizing the effects of their weaknesses. These include staking out a defensible cost or differentiation advantage; establishing an operational scope - vertically, horizontally, and globally - that will reinforce those positions; and developing organizational systems to support innovation and the search for new business opportunities.



stakeholders. Often, managers are confronted with ill-structured, ambiguous decisions. For example, performance is flagging, yet little about the firm's strategy or context seems to have changed. Or, the environment has shifted dramatically, and managers need to determine how their current strategy should evolve. While our context is strategic management, the competencies you acquire are transferable to other professional and personal situations.

Learning Objective

This course is designed for students to build skills in:

- (i) identifying complex problems and decisions;
- (ii) clarifying their structures;
- (iii) developing alternative solutions;
- (iv) selecting among them.

You'll learn these skills primarily through case analyses.

Required Text

Strategic Management: Text and Case, 10th Edition, by Gregory Dess, Gerry McNamara, Alan Eisner, Seung-Hyun Lee (ISBN: 9781260075083)

Course Hours

The course has 25 class sessions in total. Each class session is 110 minutes in length, for a total of 2750 minutes of in-class time. The course meets from Monday to Friday. ECNU awards 3 credits for this course. Different universities may count course credits differently. Consult officials at your own home institution.

Attendance

Summer school is very intense and to be successful, students need to attend every class. Occasionally, due to illness or other unavoidable circumstance, a student may need to miss a class. ECNU policy requires a medical certificate to be excused. Any absence may impact on the student's grade. Moreover,



ECNU policy is that a student who has more than 3 absences will fail the course. Arriving late or leaving early will count as a partial absence.

Grading Policy

ECNU awards grades of A, A-, B+, B, B-, C+, C, D, and F. Most colleges and universities do not award transfer credit for grades of D or F.

In this course, grading will be based on the following:

Attendance	5%
Class Discussion	10%
3 Exams	20%*3=60%
Case Analysis	
- 1 Group Case Presentation	15%
- 1 Group Case Write-up	10%

General Expectations

Students are expected to:

- Attend all classes and be responsible for all material covered in class and otherwise assigned. Any unexcused absence may impact a student's grade.
- Arrive to class on-time: Late arrivals are disruptive to your fellow students and to the conduct of the class.
- Complete the day's required reading and assignments before class
- Review the previous day's notes before class; make notes about questions you have about the previous class or the day's reading
- Refrain from texting, phoning or engaging in computer activities unrelated to class during class (不要用手机) It is highly disrespectful to the professor and to the class.
- Participate in class discussions and complete required written work on time.

Course Schedule

The planned schedule sketched out below may be modified to suit the interests or abilities of the enrolled students or to take advantage of special opportunities or events that may arise during the term.



Week 1

- Day 1
 - Course outline
 - Course Introduction and Preview
 - Read: Chapter 1
- Day 2
 - Chapter 1: Strategic Management: Creating Competitive Advantages
 - Key concepts: strategic management definition, perspective; the role of corporate governance and stakeholder management
 - Read: Chapter 13
- Day 3
 - Chapter 13: Analyzing Strategic Management Cases
 - Key concepts: strategic analysis, alternative solutions
 - Read: Case 10 – QVC in 2019
 - Do: complete Case 10 worksheet
- Day 4
 - Case workshop: QVC in 2019
 - **Turn in Case 10 worksheet for participation points**
 - Read: Chapter 2
- Day 5
 - Chapter 2: Analyzing the External Environment of the Firm
 - Key concepts: the demographic, sociocultural, political, legal, technological, economic, global environment; the digital economy
 - Read: Chapter 2

Week 2

- Day 1
 - Chapter 2: Analyzing the External Environment of the Firm - continued
 - Key concepts: Porter's Five Forces Model
 - Read: Case 3 - SOUTHWEST AIRLINES: IS "LUV" AT THE LIMIT?
 - Do: complete Case 3 worksheet
- Day 2
 - Case workshop: SOUTHWEST AIRLINES: IS "LUV" AT THE LIMIT?



- **Turn in Case 3 worksheet for participation points**
- Read: Chapter 3
- Day 3
 - Chapter 3: Assessing the Internal Environment of the Firm
 - Key concepts: Management principles, 7 S's, value chain, resource-based view (RBV)
 - Read: Case 7 – FRESHDIRECT; Chapter 5
 - Do: complete Case 7 worksheet
- Day 4
 - Case workshop: FRESHDIRECT
 - **Turn in Case 7 worksheet for participation points**
- Day 5
 - Midterm review

Week 3

- Day 1
 - **Midterm exam**
 - Read: Chapter 5
- Day 2
 - Chapter 5: Business-Level Strategy
 - Key concepts: positioning, cost, differentiation; market segmentation, scope, strategic groups; timing, first mover advantage; game theory, simultaneous, sequential games
 - Read: Case 20: NINTENDO: COULD THE SWITCH TURN ON GAMERS?
 - Do: complete Case 20 worksheet
- Day 3
 - Case workshop: Nintendo
 - **Turn in Case 7 worksheet for participation points**
 - Read: Chapter 6
- Day 4
 - Chapter 6: Corporate-Level Strategy (1)
 - Key concepts: corporate strategy, relatedness, portfolio management; horizontal integration, diversification, vertical integration, transaction costs
 - Read: Chapter 6
- Day 5:
 - Chapter 6: Corporate-Level Strategy (2)



- *Key concepts: core competence, synergies, scope economies, mergers & acquisition, strategic alliance*
- *Read: Case 5: WORLD WRESTING ENTERTAINMENT*
- *Do: complete Case 5 worksheet*

Week 4

- *Day 1*
 - *Case workshop: WORLD WRESTING ENTERTAINMENT*
 - ***Turn in Case 5 worksheet for participation points***
 - *Read: Chapter 10*
- *Day 2*
 - *Chapter 10: Organizational Design*
 - *Key concepts: organizational structures, advantages and disadvantages, boundary-less organizations*
 - *Read: Chapter 9*
- *Day 3*
 - *Chapter 9: Strategic Control and Corporate Governance*
 - *Key concepts: strategic control, behavioral control*
 - *Read: Case 24 – JOHNSON & JOHNSON*
 - *Do: complete Case 24 worksheet*
- *Day 4*
 - *Case workshop: JOHNSON & JOHNSON*
 - ***Turn in Case 24 worksheet for participation points***
 - *Read: Chapter 7*
- *Day 5*
 - *Chapter 7: International Strategy*
 - *Key concepts: international competitiveness, international expansion and entry modes*
 - *Read: Chapter 11*

Week 5

- *Day 1*
 - *Chapter 11: Strategic Leadership*
 - *Key concepts: leadership activities, power, leadership traits*
 - *Do: prepare group case presentation*
- *Day 2*
 - *Group case presentation - Preparation*
- *Day 3*
 - ***Group case presentation***



- Day 4
 - *Final review session*
- Day 5
 - **Final exam**

Academic Honesty

Students are expected to maintain high standards of academic honesty. Specifically, unless otherwise directed by the professor, students may not consult other students, books, notes, electronic devices or any other source, on examinations. Failure to abide by this may result in a zero on the examination, or even failure in the course.