



## **Lecture 1:**

### **Introduction**

- ✓ What is the purpose of a firm
- ✓ Stakeholders
- ✓ Stockholder/Shareholder
- ✓ Two kinds of responsibility of a firm
- ✓ Concept of EVA
- ✓ What is strategic Management

## **Lecture 2**

### **Chapter 1: Establish Company Direction**

- ✓ Vision
- ✓ Mission statement
- ✓ Objectives
- ✓ Strategy
- ✓ Levels of strategy-making in a company
- ✓ Business model

### **Case discussion**

## **Lecture 3, Lecture 4**

### **Chapter 2: External Environment Analysis**

- ✓ General environment
- ✓ Competitive environment and Porter's five-force model
- ✓ Internet's impact on industry structure
- ✓ Strategic Group
- ✓ In-class team work: Conduct five-force model analysis of the selected industries.

### **Case discussion**

## **Lecture 5**

### **Chapter 3: Analysis of Internal Strengths and Weaknesses(1)**

- ✓ Importance of internal analysis
- ✓ Value chain of a firm
- ✓ Value chain of an industry
- ✓ Core processes and systems
- ✓ Critical success factors

## **Lecture 6**

### **Chapter 3: Analysis of Internal Strengths and Weaknesses(2)**

- ✓ A firm's resources and the concept of competencies
- ✓ SWOT analysis
- ✓ In-class team work: Analyzing Glax's strengths and weaknesses
- ✓ In-class case analysis: Kodak and Chinese Film Market

### **Cases discussion**

## **Lecture 7**

### **Chapter 4: Business Level Strategy(1)**

- ✓ Business strategy
- ✓ Competitive advantage and competitive strategies: M.Porter's view
- ✓ Differentiation strategy
- ✓ Low-cost leadership strategy
- ✓ Focus or market niche strategy
- ✓ Competitive advantage and competitive strategies: A.Miller's view
- ✓ Quick response strategy

## **Lecture 8**

### **Chapter 4: Business Level Strategy(2)**

- ✓ Competitive advantage and core competencies
- ✓ A fundamental rule of competitive strategy
- ✓ Competitive advantage across the market life cycle
- ✓ Evaluation of the company's competitive position
- ✓ In-class team work: Analysis of Future Cola's competitive advantages

### **Case discussion**

## **Lecture 9**

### **Chapter 5: Other Strategies Related to Competitive Strategy**

- ✓ Cooperative strategies
- ✓ Merger and acquisition strategies
- ✓ Vertical integration strategies
- ✓ Unbundling and outsourcing strategies
- ✓ Vertical integration and complementary assets
- ✓ Offensive and defensive strategies
- ✓ First-mover strategy

### **Case discussion**

## **Lecture 10**

### **Chapter 6: Corporate Strategy(1)**

- ✓ What is diversification
- ✓ The benefits of diversification
- ✓ When to diversify
- ✓ Industry attractiveness and competitive business position
- ✓ Cost of entry
- ✓ Related vs. unrelated

## **Lecture 11,Lecture 12**

### **Chapter 6: Corporate Strategy(2)**

- ✓ Strategic fit
- ✓ Corporate parenting
- ✓ Balancing financial resources, growth and risks

- ✓ Creating value for stockholders
- ✓ Managerial behavior that limiting the benefits of diversification
- ✓ Strategy options for a company already diversified
- ✓ In-class team work: Analysis of the factors leading to the failure of Giant Group

**Case discussion**

**Lecture 13**

**Chapter 6: Corporate Strategy(3)**

**Case: EMI and CT Scanner**

Discussion questions:

- 1.As of the end of 1976, how well was EMI doing with CT Scanner business?
- 2.What should Dr. Powell do now?
- 3.Did EMI have other options in 1976?
- 4.What do you learn from this case?

**Lecture 14**

**Chapter 7: Strategy Implementation**

- ✓ Organizational StructureInformal Networks
- ✓ Resources allocation and control
- ✓ Translating strategy into action—the balances-scorecard

**Case discussion**

**Lecture 15**

**Review**

**Lecture 16**

**Final Exam**