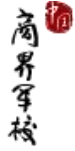




PHBS

北京大学汇丰商学院



Strategic Management

Course Information

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Office Hour: Tuesday: 6:00 p.m. -7:00 p.m.; Friday: 1:00 p.m.-3:00 p.m.; Saturday: 10:30 a.m.-11:30 a.m.

Teaching Assistant: 杨锦慧

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Classes:

Lectures: Tue. & Fri.: 9:00 a.m. -11:30 a.m.

Mar.3,5 (Thursday),10,13,17,24,26 (Thursday),27,31,

Apr.3,7,10,14,17,21,22,24,28

Venue: PHBS Building, Room 209

1. Course Description

1.1 Context

Course overview:

The Strategic Management course will focus on formulating and implementing firm strategies, focusing on technology- and data-driven companies. Successful Strategic Management requires a detailed understanding of the firm's overall environment, as well as the ability to create value to serve customers in the face of competition. Successful business policies also require resources and capabilities. The best analysis in the world will not lead to corporate success if it cannot be turned into actionable strategies that can be successfully implemented. Meanwhile, ethical decision-making and leadership are the foundations for sustainable business policies in the modern world. Similarly, the best administrator in the world cannot help a firm with the wrong strategy achieve superior performance.

The course will focus on the analytical and managerial tasks involved in developing strategies that create value by satisfying customer demands and stakeholders' interests in an ever-changing competitive landscape. It will also attempt to help students improve their strategic thinking and all-around business judgment with the leadership mindset.

Prerequisites: none.

1.2 Textbooks and Reading Materials

1. Lecture notes and supplementary readings will be distributed in class and/or posted on the course's website.

2. Learning Outcomes

2.1 Intended Learning Outcomes

Learning Goals	Objectives	Assessment (YES with details or NO)
1. Explain strategic management theories and concepts.	1.1. Acquisition and internalization of knowledge of the program discipline	YES: Case Take Away Write-ups & Research Project Report
	1.2. Application and integration of knowledge	YES: Attendance and Participation & Research Project Presentation
2. Understand the impact of firms' internal and external	2.1. Acquisition and internalization of knowledge of the program discipline	YES: Attendance and Participation & Research Project Presentation

environments on performance.	2.2. Application and integration of knowledge	
	2.3. Developing global outlook	YES: Group Research Project
3. Apply analytical frameworks to define and analyze strategic problems, and to formulate and implement business strategies.	3.1. I Application and integration of knowledge	YES: Case Take Away Write-ups & Group Research Project
	3.2. Inculcating professionalism and leadership	YES: Attendance and Participation
4. Explain the complex business opportunities and problems in a global context.	4.1. Application and integration of knowledge	YES: Attendance and Participation
5. Understand and apply the concept of business ethics in strategic decision-making	5.1. A good understanding of fundamental theories in their fields.	YES: Attendance and Participation & Group Research Project
	5.2. Face problems in various business settings and find solutions.	YES: Attendance and Participation & Group Research Project
	5.3. Demonstrate competency in critical thinking.	YES: Attendance and Participation & Group Research Project

2.2 Course specific objectives

1. To provide a detailed understanding of strategic management theories, firms' external and internal environments, and business strategy.
2. To provide an understanding of the nature of business competition and sources of competitive advantage.
3. To develop the ability to analyze and understand a firm's external and internal environments, its strategies, and its performance.
4. To provide an understanding of the business ethics and the linkage between ethical decision-making and sustainable business development.
5. To prepare students for a career in the business field with a leadership mindset.

2.3 Assessment/Grading Details

The assessment is based on class participation and group projects. The weights of the components in determining the final grade are:

2.3.1. Attendance and Participation: 30%

Class participation provides an opportunity to develop communication skills - in presenting a point of view and in listening. In many ways, these skills are as valuable as the "analytical frameworks" to be discussed during the course. Each student is expected to effectively participate in each class discussion – ‘What’s in the news’ mini-presentation (optional), comment, question, argue, and analyze – on the reading materials, cases, and presentations. 10% of the total grade is based on class attendance. 20% of the total grade is based on the *quality and quantity* of your contributions in class.

Class participation grades are *at the discretion* of the instructor and are not subject to debate, bargaining, or appeal. Absences, excessive tardiness, or leaving early may hurt your individual participation grade. Active participation is not possible if you are distracted. Therefore, the use of laptops for any purpose other than taking notes, and the use of mobile phones is not allowed in the classroom.

2.3.2. Case Take Away Write-ups (Individual): 15%

Each individual is expected to submit an analysis for **1** case (choose from the cases in this course). This analysis should focus on the study questions. It should consist of a problem statement, analyses, recommendations for a solution, and a brief discussion of implementation issues. Write-ups are to be submitted in both soft and hard copies and are due promptly at the start of class. Late assignments will not be accepted and cannot be made up.

In the case write-up, each individual needs to follow the **format**:

- Title page with your section number, your name, the word count for the document;
- Claim whom you have discussed with, if any;
- **1 page** Summary (including tables and figures);
- 1-1/2 line spacing;
- Times New Roman 12-point font;
- 1-inch margin all around (i.e., top- bottom-, left- and right-hand margins);

- Use page numbers;
- Insert footnotes if necessary;
- **Less than 349 total words**
- References.

2.3.3: Research Project (Group): 55%

A complete learning process on strategy cannot miss an opportunity to conduct an investigation on real business operations with your own efforts. While the case study provides you a business situation to start strategic analysis, the research project will motivate you to explore the business situation from scratch.

The Research Project requires students, working in groups, to conduct a detailed analysis of a company. This year, we will focus on an AI-related company, as artificial intelligence's rapid and transformative nature makes it a particularly relevant area of study. By "AI-related," we mean a company that ideally offers AI-related services (Such as Scale AI or Unitree Robotics). However, you may also consider a company that extensively leverages AI products or services and has adjusted its business model accordingly, such as a platform company (Meituan, Uber, DIDI, Tiktok, IG). This sector is undergoing significant changes quickly, and your objective is to identify a “winner” in the industry that has the potential for substantial growth over the next three to five years. To frame your approach, think of yourself as an “investor” tasked with spotting a company with great potential in the AI landscape.

Company selection should focus on specialized firms offering focused products or services, excluding major industry players such as OpenAI, Microsoft, Google, Nvidia, and Anthropic. In general, we prefer a company founded after 2016. In other words, we prefer fast-growing Unicorns.

The Research Project requires student groups to analyze a *newly founded, rapidly emerging company* that exemplifies **cutting-edge innovation in AI or embodied AI**, either through its technology, services, or business model. These companies should meet the following criteria:

1. **Focus on Emerging Innovators:**
 - Companies must have been founded **after 2017** and demonstrate **rapid growth or recognition** (e.g., "unicorn" status or significant industry disruption within 3–5 years).
 - Prioritize startups or specialized firms that *quickly gained prominence* through AI-driven products/services (e.g., embodied AI robotics, generative AI platforms, AI-first SaaS) or transformative AI-integrated business models.
2. **Future-Oriented AI/Embodied AI Focus:**
 - Ideal candidates are pioneers in **future-facing AI niches** such as autonomous systems, human-AI interaction, AI-powered healthcare, or embodied AI (e.g., robotics, interactive agents).
 - Examples include companies like *Unitree Robotics (legged robots)*, *Covariant (AI-driven industrial automation)*, *Sana (AI-driven training platform, ExoBrian)* or *Hugging Face (open-source AI platforms)*. Avoid major incumbents like OpenAI, Google, or Nvidia.

Alignment with Cutting-Edge AI Trends

- Preferred Domains:
 - Embodied AI: Companies integrating AI with robotics, autonomous systems, or human-machine interaction (e.g., sensor-driven healthcare solutions, autonomous drones, adaptive industrial robots).
 - Future-Focused AI: Startups leveraging generative AI, AI-driven sustainability solutions, or decentralized AI infrastructure.
 - Examples of Qualifying Startups (from recent industry reports):
 - *Focoos AI (2022): Ready-to-use neural networks for computer vision.*
 - *ReSim.ai (2020): Virtual testing infrastructure for robotics.*
 - *BROSWARM (2023): AI-powered mine detection via drones.*
 - *Neural Foundry (2021): Adaptive AI robots for industrial automation.*
 -
3. **Investor Lens:**
 - Adopt the perspective of a strategic management manager/venture capitalist identifying a potential industry “winner.” Analyze how the company’s **novel technology/business model** positions it for scalable growth and leadership in the AI/embodied AI landscape over the next 3–5 years.
 4. **Business Model Innovation**
 - Analyze how the company’s AI-driven approach disrupts traditional industries (e.g., healthcare diagnostics, logistics, environmental monitoring).

- Highlight scalability, ethical considerations (e.g., bias mitigation), and alignment with global trends like sustainability or decentralized AI.

Each group (**Group size 2-3 ppl**) Presentation, please hand in both a soft and hard copy of your PPT before your presentation.

Presentation 1 (20 Minutes): Initial Research & Framework Application (25%)

1. Introduction & Project Scope
 - Team & Title: Introduce the team and the research topic.
 - Objective: State the goal—to analyze unicorn firms in the AI/embodied AI space and select a “winner” based on strategic positioning and growth potential.
 - Context: Highlight challenges, particularly data access issues for unicorn firms.
 - Frameworks Preview: Briefly mention the strategic management (e.g., SWOT, Porter’s Five Forces) and platform business frameworks (e.g., Business Model Canvas, network effects) to be used.
2. Company Selection & Criteria
 - Selection Criteria: Define how firms were chosen (e.g., founded after 2017, rapid prominence in AI/embodied AI).
 - Data Challenges: Outline strategies to address data limitations (e.g., secondary data, qualitative insights).
3. Research Methodology & Initial Analysis
 - Methodology: Explain data collection and analysis plans.
 - Frameworks Applied:
 - Strategic Management: SWOT, Porter’s Five Forces, or PESTEL.
 - Platform Business: Business Model Canvas, network effects.
 - Preliminary Insights: Share early findings on strengths, weaknesses, and growth potential of selected firms.
4. Next Steps & Timeline
 - Action Plan: Outline tasks for the next 4 weeks—deeper data collection, framework refinement, and comparative analysis.
5. Q&A / Feedback

Presentation 2 (30 Minutes): In-Depth Analysis & Winner Selection (30%)

1. Introduction & Recap
 - Recap: Summarize the project’s objectives and key points from the first presentation.
 - Agenda: Outline the structure of the second presentation.
2. Enhanced Data & Methodology
 - Data Update: Present additional data collected and how data limitations were addressed.
 - Method Adjustments: Explain any changes to the research methodology.
3. Detailed Framework-Based Analysis
 - Strategic Management: Apply SWOT, Porter’s Five Forces, or PESTEL to assess competitive positioning.
 - Platform Business: Use the Business Model Canvas and network effects to evaluate scalability and value proposition.
 - Comparative Analysis: Use visuals (e.g., tables, charts) to compare candidates.
4. Winner Selection & Justification
 - Criteria Recap: Restate the criteria for selecting a winner.
 - Rationale: Explain the selection process and justify the chosen firm.
 - Data Limitations: Discuss remaining gaps and how they were mitigated.
5. Recommendations & Future Directions
 - Strategic Insights: Offer actionable recommendations for the winning firm.
 - Further Research: Suggest areas for additional exploration.
6. Q&A / Discussion
 - Interactive Session: Address audience questions on methodology, data, or findings.
 - Wrap-Up: Summarize key insights and conclusions.

The time for the presentation will be decided and announced in class.

The team composition needs to be finalized by **Fri., 13th Mar., 2026**. The choice of company needs to be approved by **Friday, March.20th, 2026** at the latest. If multiple groups choose the same company, the first to indicate their choice by email will be allowed to proceed with the selected company, the other group will have to find an alternative. Information for the company must also be available in English (e.g., annual reports, company websites, etc).

In Summary, the deliverables (80% of the Final Grade) include

1. Individual Case Take Away Write-ups (1 page): 15%
2. Participation 30%.
3. Group Mid-Term Presentation (20 minutes per team) 25%.
4. Group End-Semester Presentation (30 minutes per team) 30%.

The conversion of the score to the course final grade is summarized below:

A+, A, A-	85-100
B+, B, B-	70 – 84
C+, C, C-	60 – 69
D+, D	50 – 59
F	< 50

2.4 Academic Honesty and Plagiarism

It is important for a student’s effort and credit to be recognized through class assessment. Credits earned for a student work due to efforts done by others are clearly unfair. Deliberate dishonesty is considered academic misconducts, which include plagiarism; cheating on assignments or examinations; engaging in unauthorized collaboration on academic work; taking, acquiring, or using test materials without faculty permission; submitting false or incomplete records of academic achievement; acting alone or in cooperation with another to falsify records or to obtain dishonestly grades, honors, awards, or professional endorsement; or altering, forging, or misusing a University academic record; or fabricating or falsifying of data, research procedures, or data analysis.

All assessments are subject to academic misconduct check. Misconduct checks may include reproducing the assessment, providing a copy to another member of the faculty, and/or communicating a copy of this assignment to the PHBS Discipline Committee. A suspected plagiarized document/assignment submitted to a plagiarism-checking service may be kept in its database for future reference purposes.

Where the violation is suspected, penalties will be implemented. The penalties for academic misconduct may include the deduction of honor points, a zero mark on the assessment, a fail grade for the whole course, and a reference of the matter to the Peking University Registrar.

For more information of plagiarism, please refer to *PHBS Student Handbook*.

3. Topics, Teaching and Assessment Schedule

Main Topics in the Course:

Topic 1: Strategic Analysis: Strategy and Society

Topic 2: Evaluating a firm’s external environment

Topic 3: Evaluating a firm’s internal capabilities

Topic 4: Competitive Strategy

Topic 5: Blue Ocean Strategy

Topic 6: Corporate Strategy: Acquisitions

Topic 7: Cooperative Strategy: Alliance and Social Network

Topic 8: Competitive dynamics

Topic 9: Digitalization & Platform Strategy

Topic 10: Algorithm Embeddedness & AI Capability

Topic 11: Big Data Driven-AI Ethics

Tentative COURSE SCHEDULE (subject to change)

Introduction to Course and Project

<p>Topic 1: Strategic Analysis: Strategy and Society Reading: Strategy & Society Business Ethics (R0612D-PDF-ENG) Discussion: The Challenges of the Pharmaceutical Industry</p>
<p>Topic 2: Evaluating a firm's external environment PESTLE Analysis Reading: Fresh Look at Industry and Market Analysis (BH068-PDF-ENG) Case: Huawei: A Global Tech Giant in the Crossfire of a Digital Cold War (320089-PDF-ENG) Exercise PESTEL and MEGA TREND Exercise</p>
<p>Topic 2: Evaluating a firm's external environment Reading: The Five Competitive Forces That Shape Strategy (R0801E-PDF-ENG) Case: Hong Kong Disneyland (907M13-PDF-ENG) Case: The Walt Disney Company: Mickey Mouse Visits Shanghai (UV7197-PDF-ENG)</p>
<p>Topic 3: Evaluating a firm's internal capabilities Resource Based View Value Chain Analysis Business Level Strategy Case discussion: Haier: Taking a Chinese Company Global</p>
<p>Topic 3: Evaluating a firm's internal capabilities Case: Resuming Internationalization at Starbucks (HBR/IVEY: 910M73)</p>
<p>Topic 3: Competitive Strategy Competitive Advantage & Focus Strategy Reading: The Great Repeatable Business Model (R1111G-PDF-ENG) Reading: When Marketing Is Strategy (R1312G-PDF-ENG) Case: Apple in China and India (BAB492-PDF-ENG) Case: Airline Industry & Airasia: Flying Low-Cost with high profits (ACRC Case 09/435C,HKU833)</p>
<p>Topic 4: Digital Platform Competitive Strategy Case: Uber: Managing a Ride in China (W15425-PDF-ENG) Case : Didi Chuxing: Branding Safety and Security in an Emerging Hi-Tech Industry (W20480-PDF-ENG)</p>
<p>Topic 4: Blue Ocean Strategy Exercise: Blue Ocean & Value Chain</p>
<p>Mid-Term Presentation</p>
<p>Topic 5: Corporate Strategy Corporate Strategy: Alliance and Acquisition. Build, Borrow and Buy (Lecture) Case: Sunac's Acquisition of Greentown in the Chinese Real Estate Market (A) (IN1274-PDF-ENG) Reading: When to ally and when to acquire (HBR Article)</p>
<p>Topic 6: Corporate Strategy Cooperative Strategy Alliance and Social Network Social Network Analysis (SNA) Case: WeChat Work: Bringing Social Networking into Enterprise Workplace (NTU171-PDF-ENG) Sloan Management Review: Surviving in an Increasingly Digital Ecosystem</p>
<p>Topic 7: Competitive dynamics Reading: Competitive Dynamics: Competition as Action-Response (UV0434) Case discussion: Responding to the WII?</p>
<p>Final Presentation Explanation</p>
<p>Topic 8: Globalization Digitalization & Virtual Involvement Case: TikTok's Rise to Global Markets (W19666) Case: ByteDance: TikTok and the Trials of Going Viral (321110-PDF-ENG)</p>
<p>Topic 9: Data Neutrality, interoperability, API & SDK (combine lots of research) Data Neutrality, Data Network, Digital Network Case: Netflix: Will Content be Enough? (W20875-PDF-ENG) Case: How Will Generative AI Disrupt Video Platforms? (H07IWN-PDF-ENG) Guest Speaker from Wechat</p>
<p>Topic 10: Embodied AI & Guest Speaker: 10 new Embodied AI companies</p>
<p>Topic 11: Digital Regulation & Working Hours for Final Presentation</p>
<p>Teams Final Presentations</p>

Miscellaneous : Students are required to attend all classes on time. Please check the CMS page regularly for updates. Any changes in the course schedule due to unforeseen circumstance or important notices about the class content, assignments or exam will be coordinated via WECHAT Group.