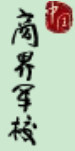




PHBS

北京大学汇丰商学院



Course Code MGT 510

Strategic Management – Session 2

Module 3, 2025-2026

Course Information

Instructor: ZHU Hong, PhD

Office: PHBS Building, Room 666

Phone: 86-755-2603-3781

Email: zhuhong@phbs.pku.edu.cn

Office Hours: 3:30-5:30pm Tuesday & By Appointment

Teaching Assistant: TBD

Phone:

Email:

TA Office: PHBS Building, Room 213/214

TA Office Hours: 11:00-12:00 Monday & Thursday

Classes:

Lectures 8:30-10:20am, Tuesday & Friday

Venue: TBD

Wechat Group: 2026Feb-StrategySession2

1. Course Description

1.1 Context

Course overview

Strategic Management is a senior level capstone course designed to deepen your understanding of strategic management. Studying strategic management involves attempting to determine why some firms succeed while others fail. Accordingly, we will draw upon both classic and the most recent contributions from notable strategic management scholars and practitioners to build a sophisticated outlook on firms, specifically on how firms achieve a persistent success in the increasingly dynamic global market.

To enhance the effectiveness of learning, this course also provides you opportunities to implement the knowledge and skills that you have acquired through your educational and personal experience, and will acquire from this course to examine opportunities and problems that firms face in this increasingly dynamic global marketplace.

Therefore, this course would include an understanding of factors that affect organizational success or failure, as well as the proactive management of such factors. Specifically, this course will introduce important and relevant strategic management concepts and theories, and analyze real business cases.

Note that a real business environment rarely offers clear questions or answers. Managers rarely know whether they have made the “right” strategic decision until later. As such, there would be multiple solutions. However, it is very challenging for managers to find out even one of these solutions because many issues including internal and external factors interweave with each other, because the environment is increasingly dynamic and global, because managers face tremendous information everyday, and because managers have limited time, et al. This course

will offer you a general yet effective guidance toward the way of finding correct and timely solutions, identify new business opportunities faster than your competitors, and thus increase the possibility of achieving a persistent success in the dynamic global marketplace.

The key to success in this course is to embrace the cumulative learning process. As the course progresses, you are expected to develop a sophisticated view of strategic management. Further, you are also expected to think as a general manager in this course.

1.2 Textbooks and Reading Materials

Course materials will consist of three areas: (1) References; (2) Powerpoint slides. (3) others such as cases, exercises etc.

(1) Reference

Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2024). Strategic management: Competitiveness and globalization (13th ed.). Cengage Learning. ISBN-13: 978-0-357-73524-3

(2) Powerpoint slides (PPTs)

- 1) We will not use CMS in order to make sure that only students who register for the course will receive the course materials.
- 2) PPT slides without answers will be emailed to you one week before the lectures.
- 3) PPT slides with answers will be emailed to you after each week's lectures.

Recommended Readings: I recommend that you read (or browse) a major business newspaper on a daily basis. You have heard the phrase "readers are leaders." This is true assuming the reading is relevant. There is a lot to choose from so choose wisely. Most people do not read; this will be a habit that will set you apart.

2. Learning Outcomes

2.1 Intended Learning Outcomes

Learning Goals	Objectives	Assessment (YES with details or NO)
1. Our graduates will be effective communicators.	1.1. Our students will produce quality business and research-oriented documents.	No
	1.2. Students are able to professionally present their ideas and also logically explain and defend their argument.	Yes
2. Our graduates will be skilled in team work and leadership.	2.1. Students will be able to lead and participate in group for projects, discussion, and presentation.	Yes
	2.2. Students will be able to apply leadership theories and related skills.	Yes
3. Our graduates will be trained in ethics.	3.1. In a case setting, students will use appropriate techniques to analyze business problems and identify the ethical aspects, provide a solution and defend it.	Yes
	3.2. Our students will practice ethics in the duration of the program.	Yes
4. Our graduates will have a global perspective.	4.1. Students will have an international exposure.	Yes
5. Our graduates will be skilled in problem-solving and critical	5.1. Our students will have a good understanding of fundamental theories in their fields.	Yes

thinking.	5.2. Our students will be prepared to face problems in various business settings and find solutions.	Yes
	5.3. Our students will demonstrate competency in critical thinking.	Yes

2.2 Course specific objectives

The goals of this course are to help you (a) develop a solid foundation of strategic management concepts, theories and skills; (b) apply the concepts, theories and skills to analyze real world cases: identify problems, propose solutions to problem and identify new opportunities; (c) develop oral communication skills; (d) develop written communication skills; (e) be aware of and develop professional standards.

1.3 Assessment/Grading Details

	Assessment Task	Weighting	Submission
I	Individual Participation	10%	After Each Lecture
II	Mid-term Group Project: <i>Business Plan</i>		
	1. Written Business Plan	20%	5:30pm, April 10
III	Final Group Project: <i>Corporate Strategies</i>		
	1. Drafts of PowerPoint Slides		5:30pm, April 24
	2. Oral Presentation	20%	Week 9
	3. PowerPoint slides and slide notes	15%	5:30pm, May 3
IV	Final Individual Report	35%	5:30pm, May 3
	Total	100%	
VI	Bonus (Active Participation)	5%	

Notes

- (1) Assignments submitted after the due time will be penalized 10% of the base grade for each 24-hour late.
- (2) Submission time is temporary and may change slightly according to the course progress.

1. Individual Participation (10%)

Please plan to treat this course as an opportunity to practice the professionalism that will serve you well during your career. You owe yourself and your fellow students your presence in the classroom. Meanwhile, please note that nonprofessional behavior (i.e. sleeping in class, chatting with your neighbors during the class time, showing up late to class, reading materials other than those assigned for this class, leaving class early, failing to turn cell phones off, passing notes, eating, rudeness, sarcasm, discrimination, etc.) that creates a distraction is likely to inhibit both your own and your peers classroom learning. As such you can expect that the demonstration of unprofessional behavior will negatively impact your grade in class participation.

Attendance. Please also note that attendance is a necessary but insufficient condition for participation in a timely manner; this means that simply attending the class is not the same as participating. Participation will be graded on the basis of the quantity and quality of an individual's contribution to classroom discussion. In fact, we learn best when we are actively involved in the activity we are attempting to master (consider riding a bicycle, studying dentistry).

Individual Participation. Being well prepared for class is a prerequisite for high quality involvement, which in turn better enables you to maximize your learning. Hence, it is virtually important and it is your responsibility that you always have read in advance the materials that will be covered during the class. Your level of preparation for this class will determine your success. Please come to class prepared. I expect each of you will provide your quality opinion at least once during two weeks. As such, you will receive the full grade for

participation.

Policies and Excel Sheets. Attendance and participation policies are attached.

The corresponding Excel sheets will be uploaded to our WeChat group immediately after each lecture. Please fill them in within 24 hours after each lecture.

II. Mid-term Group Project: A business plan (20%)

Group members: Four to five students will be randomly assigned to form a group to complete the mid-term group project—a business plan.

Instruction for Writing a Business Plan: There are multiple approaches to developing a business plan that integrates strategic formulation frameworks, external and internal analyses, and business-level strategies. Please choose one of the following approaches as the foundation for your plan:

1. New Venture Creation

Assume the role of a founding team launching a new firm to bring an innovative product or service to market.

2. Strategic Initiative for an Established Firm

Select an existing company and propose a strategic initiative—such as launching a new product or service, or entering a new geographic market—that would allow the firm to gain or strengthen its competitive advantage.

3. Turnaround Strategy for a Struggling Firm

Identify an established firm that has failed or underperformed in the market. Analyze the root causes of its failure through internal and external analyses. Based on your findings, develop a strategic turnaround plan with actionable recommendations to improve performance and regain competitive advantage.

4. Benchmarking a Successful Firm

Choose a firm that has demonstrated sustained success in the market. Analyze the key drivers behind its performance—such as strategic choices, market positioning, internal capabilities, and external alignment.

In all cases, your business plan should reflect a clear integration of strategic frameworks, demonstrate analytical rigor, and provide actionable recommendations.

Submissions: Each group will submit a business plan of no more than **1000 words**, excluding the title page, figures, tables, references, and appendices. The report should be **single-spaced**, in **12-point Times New Roman** font, and submitted in both **Word and PDF formats** by **5:30pm, April 10** via email to the Teaching Assistant.

The **title page** should include the business plan title, group number, and full names of all group members. The main content should cover: (1) a brief introduction of the firm (including name, stock code if publicly listed, and industry), (2) a strategy formulation framework, (3) external analysis, (4) internal analysis, and (5) business-level strategies. You are encouraged to focus more deeply on the sections most relevant to your chosen firm. All **figures, tables, references, and appendices** should be placed after the main text. Please cite all sources used and include relevant lecture references where appropriate. In the **appendix**, please clearly indicate each group member's individual contributions to the project.

Attachments. If you use AI in preparing your business plan, you must also submit the following as attachments:

1. The original version you provide to the AI (no word limit).
2. The dialogues you have with the AI — only the questions you ask for revision need to be included (no word limit). You may use screenshots or other appropriate formats to present them.

A reflection paragraph (maximum 300 words) describing what you learn from those interactions. These attachments are considered as part of your grading

Grading criteria: The relevance of your contents, the accuracy of the concepts and theories, the logics, breadth and depth of your analyses, the format, and the diligence shown in the reports.

III. Final Individual Report (35%)

Preparation Before Writing Your Report. Before starting your report, ensure you have thoroughly reviewed the material covered in Lectures 1 to Lecture 17 (or before final presentations). This step will help you gain a comprehensive understanding of the key concepts discussed throughout the course and provide a solid foundation for your reflection.

Guidelines for Writing Your Report. When writing your report, focus on the insights you have gained from the lecture materials. It is essential to adhere strictly to the content discussed in class and avoid incorporating material from outside the classroom. Use your own words to express your understanding of the concepts, aiming to reflect as much of the course content as possible without the need to cover every single topic. Ensure your report demonstrates an accurate understanding of the concepts and maintains logical connections between points for a coherent and structured reflection.

Approaches to Avoid. Refrain from using a case study to analyze multiple aspects, as this approach often dedicates excessive space to case descriptions, limiting room for meaningful reflection. Additionally, avoid focusing on a single topic and sourcing external materials for your report, as this approach may neglect the lecture content, undermining the purpose of this reflective exercise. Keep your focus firmly on the materials and discussions from class.

Grading criteria: The relevance of your contents, the accuracy of the concepts and theories, the logics, breadth and depth of your analyses, the format, and the diligence shown in the reports.

Submissions: Each individual report should be **no more than 1,500 words, single-spaced**, using **12-point Times New Roman** font. The word count excludes the **title page** (which must include your name, student ID number, and report title) and the **reference page**. Please provide your references to the facts/data in your reports. Please cite and use the following reference in the report, making sure to refer to the specific lecture: Zhu, H. 2025. *Strategic Management*, Lecture #.

Attachments. If you use AI tools in preparing your report, you must first write your individual report independently. You may then upload your own draft to AI tools only for revision or polishing purposes.

Accordingly, your submission should include the following attachments:

1. The original version of your report that you provided to the AI (no word limit).
2. Your interactions with the AI, including only the prompts/questions you used for revision (no word limit). These may be presented as screenshots or in other appropriate formats.
3. A reflection paragraph (maximum 300 words) describing what you learned from these interactions.

These attachments are considered part of your grading.

Please email your submission to the TA by **5:30pm, May 3**, including:

- The final report (both Word and PDF formats), and
- One separate zipped file containing all attachments listed above.

IV. Final Group Project (35%)

Group Members. Each group should consist of **4 to 5 students**. You are welcome to form a group with your friends.

Topics. Topics will be based on a **first come, first served** basis. Please fill in the online "Final Presentation Groups and Topics" Excel sheet as early as possible to secure your preferred topic.

Please submit your group information and topics **by 5:30pm, April 10**.

Contents. In the second part of the course, we focus on corporate-level strategies, including diversification, mergers and acquisitions, restructuring, cooperative strategies, and international strategies. To deepen your understanding and application of these concepts, the final group project will involve analyzing two corporate-level strategies through case analysis. You may approach this in one of two ways:

1. Single-firm analysis: Focus on one firm and analyze two different corporate-level strategies it has adopted.
2. Two-firm analysis: Select two firms and analyze one corporate-level strategy for each, if you are unable to find a single firm that has implemented two distinct strategies worth analyzing.

You may choose to analyze either a successful or a failed strategy.

- For successful strategies, explain why the strategy succeeded, how it mitigated potential risks, and whether there are any latent risks that should be noted.
- For failed strategies, identify the underlying reasons for the failure.

While you may include elements of external and internal analysis, the core focus of this project is on corporate-level strategic analysis. You are also expected to incorporate relevant course concepts and lectures related to the strategies discussed.

Oral Presentations (20%): The presentations will take place during the final two lectures. *The sequence of the presentation will be based on the alphabetic order of the surname of each group leader.* At least half of your group members must do the presentation. Please add one slide at the end as an appendix to indicate the division of presentation responsibilities. For example: **Lisa Lu** presented **Slides 1 to 5**. The presentation will last 15-20 minutes excluding 3-5 minutes Q&A session.

Submission of PowerPoint Slides and Slide Notes (15%). Each group is required to submit a draft of their PowerPoint slides **by 5:30pm, April 24**. The final version of the PowerPoint slides (PPT format), **along with** slide notes (Word format), must be submitted to the Teaching Assistant via email **by 5:30pm, May 3**.

The slide notes (Word format) should be **no more than 1,000 words**, excluding the title page and appendices. They must be **single-spaced**, using **12-point Times New Roman** font. The **title page** should include the **presentation title, group number**, and the **full names of all group members**. The slide notes should follow the format: *Slide 1: [contents]; Slide 2: [contents];* and so on. The slide notes do not need to include the exact words shown on the slides. Instead, they should explain the underlying logic, key arguments, and additional insights presented during the presentation that are not written on the slides. At the end of the document, please also include a brief description of **each group member's contributions** to the project and presentation.

Grading criteria include the number of concepts and theories included in the analyses, accurate understandings of concepts and theories, the application of concepts and theories to analyze the case, the depth and quality of your analyses, critical thinking, quality of PPTs, presentation quality, professional dress, efforts in the final project, the quality of your answers to the questions, and completion of the presentation within time limit. Marks will be deducted if the time limit is exceeded. Each group member receives the same grade.

V. Bonus (5%)

In the past years I observed outstanding individual participation and group case participation. To reward these outstanding students and groups, I set up this bonus. If your individual participation is far more than once a week, you will receive a bonus with the maximum 5%.

2.4 Academic Honesty and Plagiarism

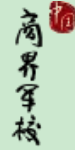
It is important for a student's effort and credit to be recognized through class assessment. Credits earned for a student work due to efforts done by others are clearly unfair. Deliberate dishonesty is considered academic misconducts, which include plagiarism; cheating on assignments or examinations; 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 check may include reproducing the assessment, providing a copy to another member of faculty, and/or communicate 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 purpose.

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

AI tools requirements: Using AI tools to complete assignments or assessments without the approval of the course instructor will be regarded as an act of academic dishonesty. Depending on the severity of the situation, penalties will be implemented in accordance with the provisions of the Peking University Graduate Student Handbook.

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



3. Topics, Teaching and Assessment Schedule

Note: This is a temporary schedule and may be adjusted based on the class progress.

Week	Days of the Week	Date	Lecture	Contents
1	Tuesday	3-Mar	1	Introduction
	Friday	6-Mar	2	Strategy Formulation
				Strategy Formulation and Implementation Framework 1. Mini-case Alaska Gold Mine Part I
2	Tuesday	10-Mar	3	2. Industry/Organization Model vs. Resource-based View
	Friday	13-Mar	4	Strategy Implementation 1. Mini-case Alaska Gold Mine Part II
3	Tuesday	17-Mar	5	External Environments
	Friday	20-Mar	6	1. General Environmental Segments
				2. Porter's Five Force Model 3. Competitor Analysis
4	Tuesday	24-Mar	7	Internal Environments
				1. Resource-Based View
				2. Value Chain Analysis and Outsourcing Group Exercise: Target Selection in Cross-border Acquisitions
	Friday	27-Mar	8	Business-Level Strategies 1. Definition 2. Customers in business-level strategy

				3. Five types of business-level strategy
5	Tuesday	31-Mar	9	Corporate-Level Strategies
	Friday	3-Apr	10	1. Product Diversification (N=3)
6	Tuesday	7-Apr	11	Cooperative Strategies
				Cooperative strategies Part I
				1. Business-level, Corporate-level and Network-level cooperative strategies
	Friday	10-Apr	12	Case Scenario: Norning International
7	Tuesday	14-Apr	13	Cooperative strategies Part II
				1. Blue-chip Game: Cooperation and Competition
				International Strategies
	Friday	17-Apr	14	International Strategies Part I
				1. Motivations: Porter's Diamond Model
				2. Corporate-level international strategies
International Strategies Part II				
	1. Five Entry Modes			
	2. Major risks			
8	Tuesday	21-Apr	15	Mergers, Acquisitions and Restructurings
				Mergers, Acquisitions and Restructurings Part I
				1. Important and key concepts
				2. Acquisition Process
	3. Acquisition stakeholders			
	Wednesday	22-Apr	16	Mergers, Acquisitions and Restructurings Part II
1. Synergy: $1+1>2$				
2. Case: Framework Media Tan Zhi: The power of synergy				
Mergers, Acquisitions and Restructurings Part III				
9	Friday	24-Apr	17	3. Due diligence

				Video: Mitsubishi Purchases US Landmarket Rockefeller
				Wrap up
				Group Project Presentations
	Tuesday	28-Apr	18	Group Project Presentations



4. Miscellaneous

Wechat group

1. Each student is required to join the wechat group.
2. Each student should use his/her real name.
3. Announcements will be posted through the wechat.

Get to Know You: Submission Guidelines

1. Submission Deadline

All required materials must be submitted by **5:30 PM on the next day of Lecture 3.**

2. Submission Requirements

1. Nationality and Preferred Name

- Provide this information in the designated Excel sheet uploaded right after each lecture starting from the second week.

2. Student Information Form

- Complete and submit the required student information form to TA.

3. Group Photo Submission

- During Lecture 3 or at another time, Case 1 group leaders are responsible for taking a group photo that clearly shows each member's face and demeanor, along with their full name in Chinese or English.
- Group leaders must submit the group photo to the TA

Seating Chart

The TA will upload an updated seating chart every Saturday after the add-drop period. Please sit according to the assigned seating chart.

KEY Excel file and policies uploaded after each lecture includes the following sheets.

Please complete the information promptly:

1. Nationality and preferred names in class
2. Attendance
(1) Fill immediately after each lecture.
3. Individual Participation
(1) Fill in immediately after each lecture.
4. Group Participation in In-Class Major Case Discussion
(1) Group leaders should fill in immediately after each major case discussion.
5. Final Presentation Groups and Topics
6. Assignment Submission Status
(1) After the deadline, the TA will update the submission status

Laptop

1. You can use the laptop only during group case discussions.
2. Please bring notepad or paper to take notes in lectures.

Other Notes

1. The number of groups and the number of students in each group including case discussions and final projects will be announced based on the number of registered students after the add-drop period.
2. The number of cases we will discuss will depend on our progress in the module.
3. If there is any discrepancies in terms of the number of participations, or a **free rider** issue, please contact the Professor asap. The student will be asked to fulfil the responsibilities asap, to reduce their scores or to drop from the course.