

Strategic Management

Introduction

Lecture 1
12 September 2025

Dr. Z. Wu

Agenda

- Introduction
- Motivations
- Course outline
 - Lectures
 - Assignments
 - Assessment
- Strategic management: concepts

What is Strategy?

THE Question

Why are some companies more successful than others?

References

- Rothaermel, F.T. 2015 *Strategic Management: Concepts and Cases* 中国人民大学出版社 引进 英文版 **(R1)**
- Porter, M. E. 2008. The Five Competitive Forces that Shape Strategy. *Harvard Business Review*. Jan.2008: 78-93. **(R2)**
- Grant, R.M. 1991. The Resource-Based Theory of Competitive Advantage: Implications for Strategy Formulation. *California Management Review*, Spring 1991: 114-135. **(R3)**
- Porter, M.E. 1987. From Competitive Advantage to Corporate Strategy. *Harvard Business Review*. 65(3): 43-59. **(R4)**

	Day, Time	Description	References	
1	12 Sept Friday 10:50 – 12:30	Introduction	R1.Ch1	
2	19 Sept Friday 10:50 – 12:30	Competitive advantage I	R1.Ch5	
3	26 Sept Friday 10:50 – 12:30	Competitive advantage II	R1.Ch5	Team registration due Sept. 26
4	3 Oct Friday 10:50 – 12:30	Holiday Break		
5	10 Oct Friday 10:50 – 12:30	External analysis I	R1.Ch3 R2	
6	17 Oct Friday 10:50 – 12:30	External analysis II	R1.Ch3 R2	
7	24 Oct Friday 10:50 – 12:30	Internal analysis I	R1.Ch4 R3	
8	31 Oct Friday 10:50 – 12:30	Internal analysis II	R1.Ch4 R3	Team mid-term report due on Nov.1
9	7 Nov Friday 10:50 – 12:30	Strategy making: integrating analyses I		
10	14 Nov Friday 10:50 – 12:30	Strategy making: integrating analyses II		
11	21 Nov Friday 10:50 – 12:30	Business strategy	R1.Ch6	
12	28 Nov Friday 10:50 – 12:30	Diversification	R1.Ch8 R4	
13	5 Dec Friday 10:50 – 12:30	Vertical integration	R1.Ch9	
14	12 Dec Friday 10:50 – 12:30	Globalization I	R1.Ch10	
15	19 Dec Friday 10:50 – 12:30	Innovation	R1.Ch7	
16	20 Dec Friday 10:50 – 12:30	Case Presentation		

Teaching Methods

- Theory lectures
- Cases and practices
 - Experiential learning
 - Team presentation
 - Case discussion

Assessment

- **Written exam** **40% of final grade**
- **Team assignments** **30% of final grade**
 - 10% team assignment
 - 20% team project
- **Individual work** **30% of final grade**
 - 10% Participation
 - 10% Written assignment
 - 10% Attendance

Team Assignments

- Create a team
 - Submit team information before 5:00PM Sept 26 via e-learning
- Team assignments – cases (written assignment and presentation)
 - One written assignment (presentation)
 - Powerpoint slides
 - Data collection
- Team project presentation

What Counts for “Good”?

- “The theory said
- “The company was established in...It sold...Its market share...So, it’s very competitive”
- Reflections, not a list of scattered facts

Team Project

- Design strategy for a real company
- Sub-question: to be announced in class
- Research method: secondary data collection
- Research proposal due: week 8
- Research project presentation: week 16

Course Communication

- E-learning: BA20012.01
- Email: zywu@fdsm.fudan.edu.cn
- Office hour: by appointment
- Office phone: 25011151
- Office: Siyuan Building (思源楼) 409
- TA: Zhang, Yuting 24110690033@m.fudan.edu.cn

Course Communication



Class Rules

- Name board
- Mutual respect
- Contribution card
- 24-hour leave permission

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THE Question

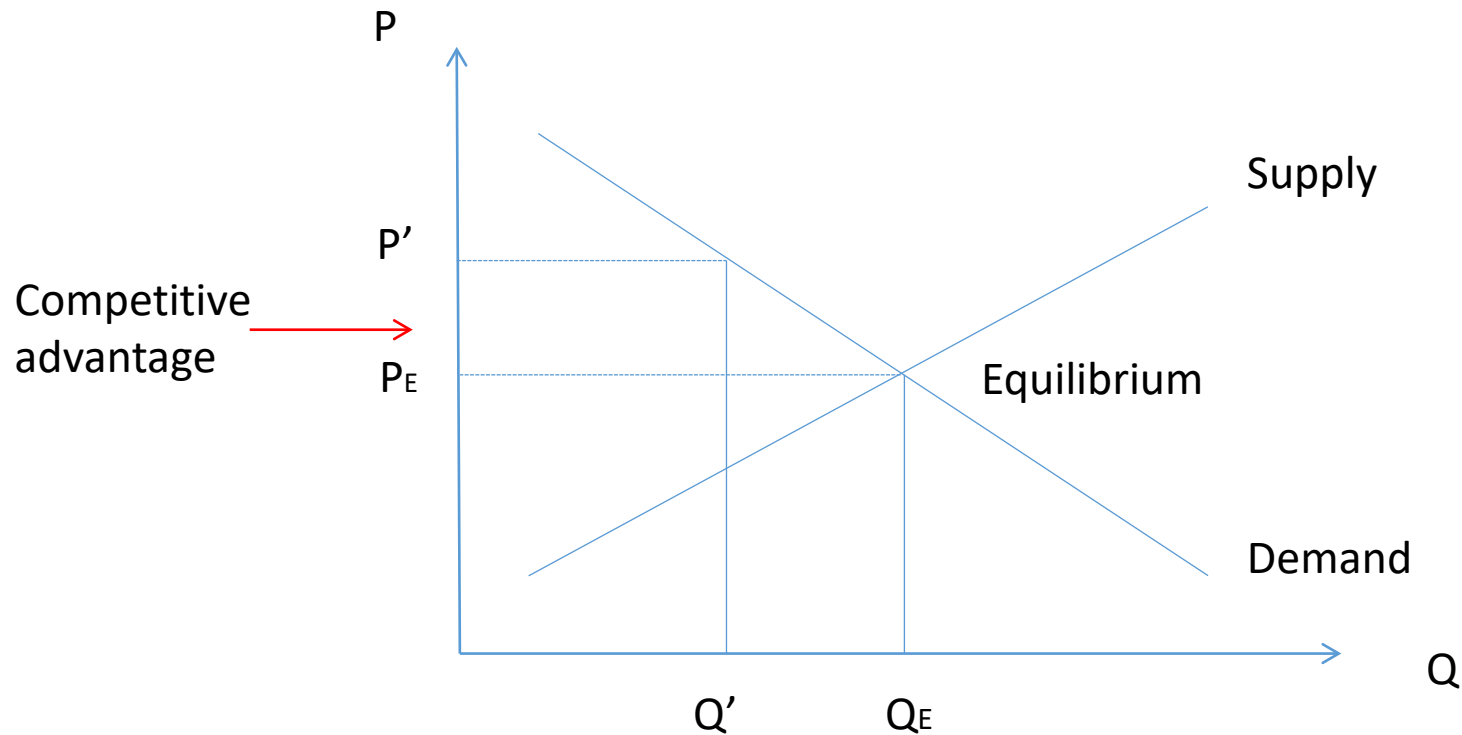
Why are some companies more successful than others?

Competitive Advantage

Superior performance relative to other competitors

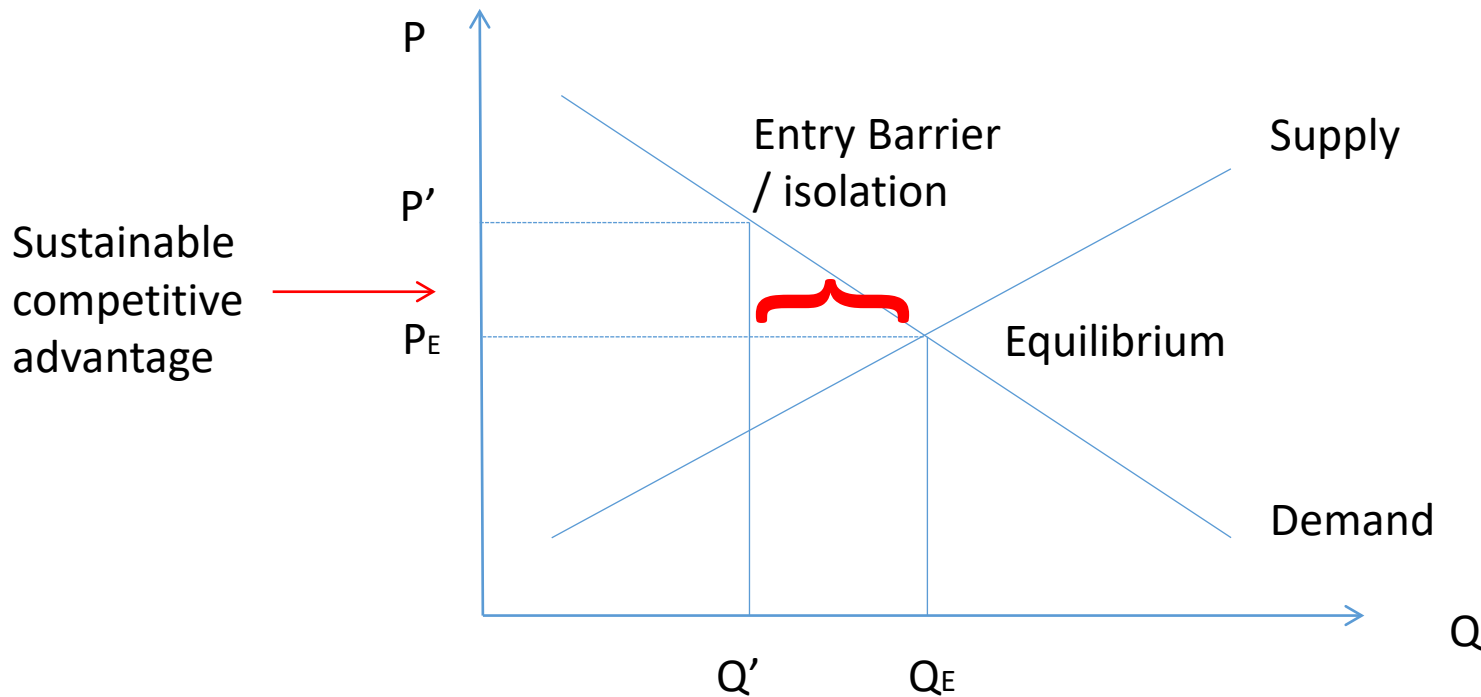
Competitive Advantage

Superior performance relative to other competitors



Sustainable Competitive Advantage

Superior performance relative to other competitors consistently over time

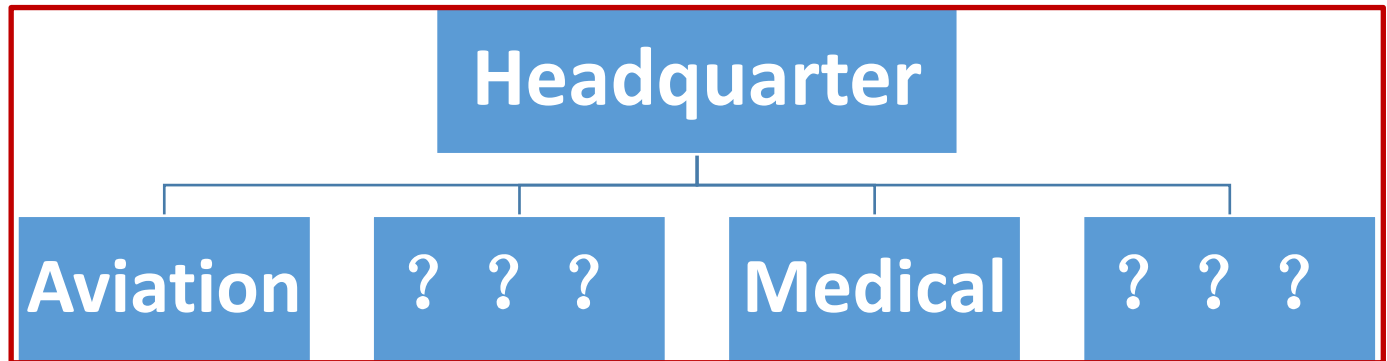


What is Strategy?

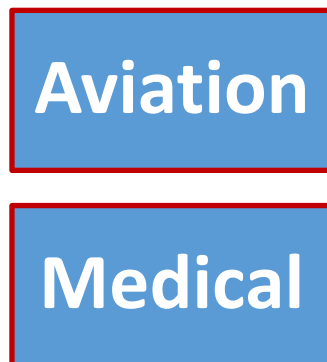
- *The goal-directed actions taken to gain and sustain competitive advantage*
- To decide what to do, we must know
 - Where are we?
 - What do we have?
 - What are the implications?

Levels of Company

**Corporate
strategy**



**Firm
strategy**



Levels of Strategy

- Goal: to achieve sustainable competitive advantage
- Corporate strategy
 - Where (industries/countries) should we compete?
- Business strategy
 - How should we compete (in this industry/market)?
- Functional strategy
 - How should we implement strategy?

What is Strategy?

- Goal of strategy *Competitive advantage*
- Where we are *Environment Analysis*
- What we have *Resources & capability
Activities*
- What to do *Business strategy*
- Corporate level *Diversification,
Vertical Integration, and
Internationalization*

Take-away Points

- Companies that consistently outperform rivals over time have **sustainable competitive advantage**
- Strategy is to **gain and sustain competitive advantage**
- Strategy is both at the **business** level and the **corporate** level