科目ナンバリング	U-LAS06 10021 LE44						
授業科目名 <英訳>	Strategic Management of Organizations-E2 Strategic Management of Organizations-E2			担当者所属 職名・氏名	経営管理大学院 特別招へい教授 WANG, Tao		
群	人文・社会科学科目群		分野(分類)	法・政治・経済(基礎)		使用言語	英語
旧群	A群	単位数	2単位	時間数	30時間	授業形態	講義（対面授業科目）
開講年度・ 開講期	2026・ 前期集中	曜時限	集中 集中（【8/17(月)～8/21(金)：1,2時限】【8/24(月)：1,2時限】【8/25(火)：1,2時限、3時限(サマリーセッション)】）	配当学年	全回生	対象学生	全学向

[授業の概要・目的]

Strategy is the art and science of building competitive & corporate advantages, i.e. it is the way by which organisations increase their competitiveness and their performance in a (hyper-)competitive environment. The aim of this course is to think about organizational actions that enable sustained growth and make the organisation competitive in an environment which has become increasingly instable and complex. We will explore how organisations adapt to the radical and/or emerging upheavals in its external environment, but also, in some cases, to constitute these upheavals in order to set new rules for its markets and competitors.
This course aims at providing students with the fundational knowledge of strategic management through:
1- Theoretical and conceptual frameworks which enable an analytical approach to strategy at the business & coporate level
2- Qualitative analytical tools for business & corporate strategic diagnostic
3- General knowledge for understanding strategy’s specific dimensions (competition, value creation, synergies, business models and new topics such as platform and ecosystem)
Our prupose is to bring students to tackle strategy making processes in a reflective way, which in turn enables students to grasp how organisations react to their external environment and anticipate changes therein. The approach adopted in this course is global in character, with the knowledge of key theories, concepts and tools delivered in a methodical and sequential manner, enabling students to gain more easily the knowledge of the strategic management field, in addition to start appreciating the numerous current strategic challenges faced by organizations. We will have an analytical approach that relies on the learning of theoretical and conceptual material, as well as the use of diagnostic tools applied to cases, and reading materials.

[到達目標]

Our main objective is to provide students with a unique way of understanding, describing and conceptualising strategy by enabling them to become familiar with the past, present and emerging perspectives in the field, integrating theories, concepts, tools and cases they have learnt, as well as reflecting constantly on what is being learnt to conduct an analysis of the strategic reality faced by organizations.

[授業計画と内容]

1- Historical introduction to strategic management
2- From value creation to competitive advantage: the basis of strategic decision making
3- The macro environmental effect on competitive advantage: how external factors impact strategic decision making
4- The industry effect on competitive advantage: how industry structure impacts strategic decision making
5- The role of value chain in generating a competitive advantage
6- The influence of resources & capabilities in developing a competitive advantage
7- The strategic fit: how the internal and external matching creates a successful business strategy

Strategic Management of Organizations-E2(2)へ続く↓↓↓

Strategic Management of Organizations-E2(2)

8- From strategic fit to competition: understanding the competitive rivalry in different contexts
9- Decreasing competitive rivalry: how business model counts
10- Understanding dominant and emerging business models of our time
11- The future of business model domination: focus on platform firms
12- From Platforms to ecosystems: how and why the nature of competition changes?
13- Going beyond competition and competitive advantage: the role of the headquarter and its corporate strategy
14- From competitive to corporate advantage: multiplying the sources of value
15- The future of strategic management

[履修要件]

Students should have basic reading and speaking capabilties of English and some basic knowledge of management will be a plus.

[成績評価の方法・観点]

Final report of 1500 words (a case study done by the student)

[教科書]

Frank Rothaermel 『Strategic Management 6th Edition』（McGraw Hill）ISBN:9781264124312

（関連ＵＲＬ）

https://www.mheducation.com/highered/product/strategic-management-rothaermel.html?viewOption=student

[授業外学修（予習・復習）等]

Learning the content + readings (paper provided by the professor) + case studies + writing their case study

[その他（オフィスアワー等）]

The full quota of this lecture is 60 students (on a first-come, first-served basis). Office hours can be made via email.There is no a single textbook tackling all these dimensions. Therefore, I will provide references directly for each class (reading + cases). Nevertheless, for more than half of my classes, the Frank Rothaermel's texbook is ok.

[主要授業科目（学部・学科名）]