Strategic Management

Date: November 7-10, 2016
Location: Addis Ababa, Ethiopia

Course Overview
Why do some firms consistently out-perform others? While management scholars and practitioners offer a range of valuable perspectives, models, and tools to help us address this question, there is rarely a single ‘right’ answer as to which strategy is best. Consequently, a successful strategist must not only be able to make sense of the great variety of information in any business situation but also be able to deal with the tensions of conflicting signals and demands to develop and execute a coherent and effective strategy.

The field of strategic management is concerned with such activities and processes that affect the longer term success of a firm. It is a broad field of study, drawing on a wide range of disciplines, including economics, sociology, and psychology. The focus of our course is on identifying the key drivers of persistent superior performance and using this understanding to improve our strategy formulation and execution. I will introduce to participants useful concepts and tools for analyzing industry attractiveness and competitive dynamics, for understanding firm’s value creation and competitive advantage, for developing innovative strategies both within a firm’s value chain, and across industries and geographic markets, and for planning the effective execution of your strategy.

Course Objective
The objective of this course is to provide you with the knowledge, skills, and sensitivities to make robust strategic decisions that will drive sustainable firm value.

Specifically, this course aims to help you understand:
- What is strategy?
- Competitive rivalry and dynamics
- Creating and sustaining competitive advantage through business-level strategies
- Competing on value innovation
- Growth through corporate strategies, acquisitions, and internationalization
- Developing effective strategy execution

Who Should Attend
Senior executives with strategic decision authority and accountability, including CEOs and other C-suite officers, and Heads of business units and functional areas.

For further enquiries, please contact
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<thead>
<tr>
<th>Name</th>
<th>Phone Number</th>
<th>Email</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>Henry</td>
<td>+233 544349483</td>
<td>africa@<a href="mailto:program@ceibs.edu">program@ceibs.edu</a></td>
<td><a href="http://www.ceibs.edu/africa">www.ceibs.edu/africa</a></td>
</tr>
<tr>
<td>Judith</td>
<td>+233 248863553</td>
<td>africa@<a href="mailto:program@ceibs.edu">program@ceibs.edu</a></td>
<td></td>
</tr>
<tr>
<td>Edem</td>
<td>+233 540120402</td>
<td>africa@<a href="mailto:program@ceibs.edu">program@ceibs.edu</a></td>
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Dr. Daniel Chng (庄·盟)
Associate Professor of Strategy, CEIBS.

Email: dchng@ceibs.edu

Prior to joining CEIBS, Daniel Chng was an Assistant Professor of Management at SKK Graduate School of Business, Sungkyunkwan University, South Korea, and a Sloan Faculty Fellow at Sloan School of Management, Massachusetts Institute of Technology, USA. He completed his Ph.D. in Management (2006) at the McCombs School of Business, University of Texas at Austin, USA. Dr. Chng teaches strategic management, corporate turnaround, global strategy, organizational theory and design, managerial decision making, and strategic consulting to MBA students as well as managers and top executives of multinational firms and government agencies in China, South Korea, and Singapore. He was awarded the MBA Teaching Excellence Award at SKK Graduate School of Business in 2008 for excellence in curriculum design and teaching.

Dr. Chng’s research interests focuses on organizational and managerial strategic behaviors during adversity. His research is an on-going attempt to advance our understanding of how organizations and their managers respond to the challenges of organizational failure or the threat of failure. Dr. Chng studies managers’ strategic decision-making approaches and behaviors during organizational decline, organizations’ ability to learn from failures, and entrepreneurs’ struggles in building new ventures in emerging economies. He has published articles in the Strategic Management Journal, Journal of Management, Journal of the Academy of Marketing Science, The Leadership Quarterly, Journal of Organizational Behavior, and the Academy of Management Best Paper Proceedings. His papers have won awards at the Academy of Management (AOM) and have been listed in the Top Ten Download list of the Social Science Research Network (SSRN).

Prior to academia, Dr. Chng was instrumental in the development of two entrepreneurial ventures in Singapore involved in corporate strategy and human resource development. As founder and principal consultant, Dr. Chng has consulted on projects for companies like Siemens, Colgate, SK Group, Wing Tai Group, G2000 Apparel, MENDAKI, Singapore General Hospital, and the Housing Development Board of Singapore. In 2001, his HR consultancy was the largest provider of worker-level training programs in Singapore. In addition, Dr. Chng served in the Singapore Armed Forces as an infantry officer.

Certificate
Upon successful completion of the course participants will be awarded a CEIBS Certificate of participation.

Fee
Tuition for the course is fully sponsored by CEIBS. The sponsorship includes tuition, case licensing fees, lunches, stationery, and other course materials. Participants are responsible for their own travel and lodging.

About CEIBS
China Europe International Business School (CEIBS) is a not-for-profit joint venture established in Shanghai in 1994 under an agreement between the Chinese government and the European Commission. The school aims to educate responsible leaders versed in “China Depth, Global Breadth”, with the vision of “becoming the most respected international business school by linking East and West in teaching, research, and business practice and by promoting China’s social and economic development through high-impact knowledge creation and dissemination”. Through nearly two decades of unremitting efforts, CEIBS has become a leading business school in the World with campuses in Shanghai, Beijing and Zurich and operations in Shenzhen and Accra, Ghana.

CEIBS offers degree programmes including Executive MBA and a full time MBA. In addition it offers a wide array of functional and integrative general management Executive Education programmes - both open enrolment and company-specific for middle to senior executives. These cover the core areas of international operation, advanced management, corporate governance, general management, strategy and leadership, negotiation and decision-making, innovation, organization and management, marketing, finance and operations management. There are a number of collaborative programmes offered in conjunction with leading global schools like Harvard Business School, Wharton, IESE, INSEAD and London Business School.

African executives can now enroll on the highly acclaimed CEIBS Global Executive MBA (GEMBA) programme. The GEMBA provides opportunities for senior-level managers to undergo taught modules, interactive activities and an action-oriented project with core modules from our campuses in Zurich and Shanghai, as well as Accra. There are also opportunities for students to take global electives in other parts of the world including USA, India and Brazil.