

## PROCEEDINGS ARTICLE

# Research on the Teaching Reform and Ideological and Political Construction of the "Enterprise Strategic Management" Course for Business Administration

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## ABSTRACT

Enterprise Strategic Management, as a professional compulsory course for business administration majors in colleges and universities, focuses on improving students' thinking ability in enterprise strategic planning and management decision-making. The existing Enterprise Strategic Management course teaching reform mainly carries out in-depth exploration of the teaching mode and teaching method and has not yet formed a relatively mature course ideological and political teaching content system. How to strengthen the ideological and political construction of the Enterprise Strategic Management course and fully integrate the content of the course ideological and political construction into the course teaching is the key problem to be solved urgently in the current course teaching reform. To this end, this article clarifies the direction of course teaching reform and conducts research and discussion on course ideological and political construction from the aspects of teaching content, teaching goals, teaching methods, course ideological and political goals and elements, textbook construction, and so on.

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## 1. INTRODUCTION

Enterprise Strategic Management is a compulsory course for business administration majors in colleges and universities. It mainly teaches basic theoretical knowledge of enterprise strategic management and common methods and tools of strategic planning. This course studies the foundation of the enterprise and how to survive and develop in a competitive environment, by formulating long-term planning for the survival and development of the enterprise and management of the implementation of the strategic planning based on analyzing the internal and external environment of the enterprise. Therefore, Enterprise Strategic Management is a highly theoretical, practical and comprehensive course. The main teaching purpose of this course is that students are required to master the basic theoretical knowledge of enterprise strategic management, understand the development trend of the latest strategic management theory and

thought, understand the important position and value of strategic management in enterprise management, and highlight and train strategic thinking. This course focuses on cultivation of students' holistic, creative and developmental thinking ability, judgment and decision-making ability, and ability to analyze and solve practical problems.

At present, the teaching reform of Enterprise Strategic Management course for business administration majors mainly focuses on two aspects: teaching mode and teaching method. From the perspective of teaching mode, it mainly includes the project-based teaching mode [1], the "three guides, three auxiliaries and one combination" teaching mode [2], the open teaching mode [3], the TBL+RBL+CBL combined teaching mode [4], the flipped classroom mode [5], the blended teaching mode [6], the Internet + ACMCS mode [7], the teaching mode based on constructivism [8], the teaching mode based on student subject theory [9], the interactive teaching mode [10,11], and

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the MOOC teaching mode [12,13,14,15,16,17]. From the perspective of teaching methods, it mainly includes ERP sand table simulation [18], case teaching method [19,20], practical teaching method [21,22], teaching method integrating teaching, learning and doing [23], and heuristic teaching method [24,25]. In addition, many college teachers have actively carried out exploration and research on bilingual teaching of the course and promoted the construction of course textbook [26,27,28,29]. Through literature review and course teaching and research, it is found that the Enterprise Strategic Management course offered by business administration majors in Chinese colleges and universities has not yet formed a relatively mature course ideological and political teaching content system. How to clarify the direction of the course teaching reform and strengthen the ideological and political construction of the Enterprise Strategic Management course for business administration majors is the key problem to be solved urgently in the course teaching reform.

## 2. TEACHING CONTENT SYSTEM DESIGN

The teaching content system design of the Enterprise Strategic Management course mainly includes teaching modules such as overview of strategic management, strategic environment analysis, enterprise culture construction, strategic selection, strategic implementation, and strategic control and evaluation. Table 1 shows the core content of each teaching module.

## 3. DESIGN OF TEACHING GOALS

Through the teaching of this course, the teaching goals that need to be achieved mainly include five parts: knowledge goal, skill goal, method goal, ability goal and value goal.

### 3.1. Knowledge Goals

Students need to master the basic concepts, basic knowledge and basic theories of contemporary enterprise strategic management, understand how enterprise strategic management can help enterprises gain a competitive advantage, understand the main content and methods of enterprise strategic planning, master strategic management concepts, strategic management models, external environment analysis, internal environment analysis, enterprise culture

construction, development strategy, competition strategy, strategy implementation, strategic control, strategic evaluation and other knowledge content and theories, and master the concepts of PEST, value chain, competitive advantage, etc.

### 3.2. Skill Goals

Students should have the ability to analyze and identify the strategic management concepts adopted by enterprises, be proficient in enterprise strategic management process, analyze and evaluate enterprise macro environment, industry environment and competitors, analyze enterprise resources, core competencies and value chain activities, analyze and identify enterprise culture composition system, business field and competitive advantage, analyze and formulate enterprise strategic goals, master the overall development strategy type and implementation method, master the evaluation methods for the selection of the overall development strategy of enterprises, master the types of basic competitive strategies of enterprises and evaluation methods for strategic selections, be proficient in the methods of enterprise strategy formulation and types of organizational structures, and be proficient in basic skills such as enterprise strategic control types and strategic performance evaluation methods.

### 3.3. Method Goals

Students can apply comprehensive strategic view, PEST analysis method, EFE matrix analysis method, Porter's Five Forces Model, competitor analysis method, IFE matrix analysis method, value chain analysis method, SWOT analysis method, cultural system construction method, grand strategy matrix method, strategic clock model, Boston matrix analysis method, balanced scorecard method and other methodological tools.

### 3.4. Ability Goals

Students can form information analysis ability, environment analysis ability, strategy formulation ability, strategic decision-making ability, decision execution ability, communication and coordination ability, writing ability, teamwork ability and other abilities. Students need to possess the systematic thinking, innovative thinking and analytical thinking required to engage in enterprise strategic management activities as well as the ability to explore new solutions based on complex and changing business environment scenarios.

Course Modules		Core Content
Overview of enterprise strategic management	Concept of enterprise strategic management	Viewpoints of Drucker, Chandler, Porter, Ansoff, Mintzberg and other scholars
	Enterprise strategic management level	Enterprise level, management level and functional level
	Enterprise strategic management model	5 stages of strategic environment analysis, enterprise culture construction, strategic formulation and selection, strategic implementation, and strategic control and evaluation.
	The evolution of enterprise strategic management theory and its representative schools	10 schools (design school, planning school, orientation school, entrepreneur school, cognitive school, learning school, power school, culture school, environment school, structuralist school)
Strategic environment analysis	Analysis of the external macro environment of enterprises	PEST analysis of political and legal environment, economic environment, social and cultural environment, and technical environment, EFE matrix analysis
	Enterprise industry environment analysis	Porter's Five Forces Model Analysis of potential entrants, existing competitors, substitutes, and suppliers and buyers, competitor analysis
	Enterprise internal environment analysis	Resource analysis, value chain analysis, core competitiveness analysis, IFE matrix analysis
	Comprehensive environment analysis	Strategic action plan based on SWOT analysis
Enterprise culture construction	Enterprise culture	Composition of enterprise culture system, enterprise vision and mission
	Business operation area	Enterprise product, market and technology
	Enterprise strategic goal	Strategic goal composition, strategic mission statement
Strategic selection	Overall strategy	Stable development strategy, rapid development strategy and defense strategy, strategic environment and enterprise strength evaluation method
	Competitive strategy	Cost leadership strategy, differentiation strategy and centralization strategy, strategy clock model
Strategy implementation	Strategic plan	Decomposition of strategic plan according to enterprise strategic management level
	Organizational structure	There are 7 types of organizational structures including linear system, functional system, linear functional system, matrix system, divisional system, multi-dimensional system and new organizational structure
	Resource allocation	Resource allocation priorities for different competitive strategies
Strategic control and evaluation	Strategic control	5 stages of determining goals, determining benefit standards, measuring actual benefits, comparing actual benefits with benefit standards, and corrective measures and contingency plans
	Strategic evaluation	The composition of the balanced scorecard, the balanced idea of the balanced scorecard, the key elements of the establishment of the balanced scorecard, and the establishment of the balanced scorecard

**Table 1.** Core content of the course "Enterprise Strategic Management".

### 3.5. Value Goals

Students can deeply understand the importance of enterprise strategic management in the process of building socialism with Chinese characteristics and strengthen self-confidence in the path, theory, system and culture of socialism with Chinese characteristics. Students need to be trained to practice the core socialist values of patriotism, dedication, integrity, justice, and the rule of law, and consciously integrate the development of the enterprise into development of the country. They should be cultivated to carry forward the national spirit with patriotism as the core and the spirit of the times with reform and innovation as the core, and have a deep understanding of traditional Chinese culture and the ideological essence and practical innovation of enterprise strategy, competition, management and other aspects of excellent local Chinese enterprises. They need to be cultivated to firmly establish the concept of the rule of law, strictly abide by the relevant laws in business operations and strategic management activities, and be good at using the rule of law thinking and the rule of law to safeguard the interests of the enterprise and the country. They need to establish a correct sense of entrepreneurial awareness and social responsibility, and consciously cultivate the professional character and behavior habits of abiding by laws and regulations, devotion to work, selfless dedication, honesty and trustworthiness, fair handling of affairs, and pioneer and innovation.

## 4. REFORM OF TEACHING METHODS

The teaching of this course uses multimedia teaching methods and the teaching methods mainly include blended teaching method, theoretical teaching method, case teaching method, interactive teaching method and multimedia teaching method.

### 4.1. Blended Teaching Method

Combined with the use of online course resources on business management strategy, this course focuses on theoretical teaching to consolidate the theoretical foundation, focuses on the cultivation of thinking ability and humanistic spirit, trains students to carry forward China's excellent traditional culture and inherit family-country feelings, and trains students to establish socialism core value. It aims to improve the quality of strategic management and cultivate interest in learning by means of case teaching and multimedia teaching. Teachers adhere to the teaching idea of "giving people fish as well as teaching them how to fish", guide students from passive listeners and

receivers to active thinkers and explorers, and cultivate students to carry forward their craftsmanship spirits of devotion to work and keeping improving and devoting.

### 4.2. Theoretical Teaching Method

The course content design and organization reflect the theoretical, systematic and cutting-edge nature of enterprise strategic management, clarify the knowledge framework system of enterprise strategic management, and highlight key points. The purpose is to enable business administration students to master the necessary enterprise strategic management knowledge and practical strategic management skills and to lay a good foundation for students to better study other related professional courses. At the same time, students are guided to develop their moral character in the correct and healthy direction in teaching and carry out correct strategic management practice of industrial and commercial enterprises.

### 4.3. Case Teaching Method

Case teaching is an indispensable part of enterprise strategic management teaching. The purpose is to enhance the practicality and applicability of management teaching and to enhance students' ability to analyze practical problems using the theory of enterprise strategic management. This course adopts a combination of theoretical teaching and case analysis, organizes classroom discussions, makes students firm in the Four-Sphere Confidence of socialism with Chinese characteristics, and requires students to submit case analysis reports to further improve their ability to analyze and solve problems, and at the same time cultivate their awareness of actively maintaining business ethics and taking the initiative to assume enterprise social responsibility.

### 4.4. Interactive Teaching Method

In order to make students have a deep impression on the knowledge of enterprise strategic management, this course changes the traditional passive way of teachers speaking and students listening. It combines the teaching methods of doing classroom exercises while teaching and interactive communication between teachers and students. Students are required to comprehensively master the basic concepts, principles and methods of enterprise strategic management, and use the basic principles, methods and skills of enterprise strategic management to research, analyze and evaluate various enterprise strategic management practices, in order to obtain an enterprise strategic plan with satisfactory economic

benefits and provide a scientific basis for decision-making. Students' ability is cultivated to analyze and solve practical enterprise strategic management problems, as well as have the spirit of science, systematic thinking and dialectical thinking.

#### 4.5. Multimedia Teaching Method

This course uses multimedia teaching method to broadcast relevant instruction films, especially video materials of outstanding Chinese entrepreneurs, to increase the classroom demonstration links, enhance the vividness of the course, and cultivate students' entrepreneurial spirit of continuous innovation and courage to challenge.

### 5. IDEOLOGICAL AND POLITICAL EDUCATION GOALS AND EDUCATION ELEMENTS OF THE COURSE

According to the "Guidelines for Ideological and Political Construction of Course in Colleges and Universities" and combined with the core teaching content and teaching goals of this course, this course firmly establishes the central position of talent training for business administration professionals and undertakes the responsibility of educating people in the course Enterprise Strategic Management.

#### 5.1. Course Ideological and Political Education Goals

The Enterprise Strategic Management course mainly achieves the following four ideological and political education goals.

##### 5.1.1. Path Confidence

Students are guided to understand the world's strategic landscape and enhance their confidence in the path of socialism with Chinese characteristics. Students deeply understand the key role of enterprise strategic management in promoting various undertakings of socialism with Chinese characteristics and in the process of high-quality economic and social development, closely combine excellent theoretical and practical achievements of Chinese enterprises, and tell Chinese stories, Chinese characteristics, and taste of China in enterprise strategic management.

##### 5.1.2. Theory Confidence

Students are guided to deeply understand the main content and strategic measures of the new stage, new

concept, and new pattern, build theory confidence, understand the overall leadership of the party, and gain a competitive advantage in international development through theoretical innovation in enterprise strategic management.

##### 5.1.3. System Confidence

Students are guided to firmly establish self-confidence in the socialist system and recognize the role and significance of the advantages of the national system to the development of enterprises. In the process of engaging in strategic planning and management activities, students can earnestly maintain the socialist system.

##### 5.1.4. Culture Confidence

Students are guided to deeply understand the content and inherent requirements of socialist core values, establish a high degree of culture self-confidence, and implement the cultural guiding role advocated by socialism in all aspects of enterprise development and enterprise strategic management.

### 5.2. Course Ideological and Political Education Elements

#### 5.2.1. Forward-Looking Strategic Thinking

Enterprise managers need to have the thinking of the enterprise development strategy analysis framework, fully grasp the overall strategic analysis framework of the enterprise, and continuously improve the strategic thinking ability. When enterprise managers conduct enterprise strategic analysis, they need to connect with national leaders' strategic judgments on the international and domestic environment. When enterprise managers carry out enterprise culture construction, they need to include clarifying enterprise vision and enterprise mission, constructing enterprise culture system, and formulating corresponding strategic goals. The enterprise vision must be based on the national development vision, and the construction of the enterprise culture system must reflect culture self-confidence and integrate with the construction of socialist culture with Chinese characteristics. The formulation of enterprise strategic goals should be based on the direction of China's national economic and social development, fully implement the national development strategy concepts and guidelines, and be compatible with the development strategy plans and goals of the industry in which the enterprise operates.

### 5.2.2. Clear Strategic Concept Policies

When grasping the development direction of the enterprise, enterprise managers must clarify the development concept and strategic route of the enterprise according to the changes in the external environment and internal conditions of the enterprise and combined with the composition of the enterprise culture system, and establish the overall development strategy of the enterprise, in order to further clarify the rational allocation of enterprise resources and match the organizational structure of the enterprise with the strategic route of enterprise development. The construction of enterprise culture system must be integrated with the construction of socialist culture with Chinese characteristics. For example, the core values of socialism embody the values of the country, society and citizens, and the construction of enterprise culture system should be built on the basis of socialist core values and comprehensively expound the material culture, spiritual culture, and systematic and behavioral culture of the enterprise.

### 5.2.3. Clear Strategic Goals

The establishment of the enterprise strategic goal system is to transform the enterprise's vision and mission into specific performance goals. Enterprise strategic goals are the basic basis and starting point for enterprises to formulate strategies, and the standard for the specificity and quantification of enterprise mission and the control and evaluation of enterprise strategy, effectively motivating managers at all levels and the majority of employees. The formulation of enterprise strategic goals needs to be linked with the national development strategic goals to fully reflect the interests of enterprise stakeholders. Starting from the management function of the enterprise, it is necessary to consider the strategic goals of the enterprise's economics and finance, technology research and development, manufacturing, marketing, etc., but also reflect the social contribution goal of the enterprise and reflect the social responsibility of the enterprise.

### 5.2.4. Staged Strategy Implementation Steps

Staged strategy implementation steps are the key to ensuring the realization of enterprise strategic goals. The steps of implementing the enterprise strategy in stages are to decompose the overall strategy of the enterprise in terms of time and to clarify the progress and the staged strategic goals. In other words, the long-term goals of the strategic plan are decomposed into several short-term goals from the temporal view of point, so that the long-term behavior of the enterprise can be transformed into short-term

arrangements. The implementation of the overall strategic goal of the enterprise needs to fully learn from the implementation steps of the national development strategic goal, decompose the overall strategic goal of the enterprise in time, determine the staged strategic goals, start from the management functions of the enterprise, clarify the implementation progress of the goals of different functional departments, and determine the main measures to achieve the strategic goals.

### 5.2.5. Clear Strategic Layouts

The implementation and deployment of enterprise strategic goals is the process of refining enterprise strategic goals layer by layer according to certain requirements and subdivision standards and finally interpreting them into the goals of enterprise business units or functional departments. Referring to the implementation and deployment of national development strategic goals, the implementation and deployment of enterprise strategic goals need to be implemented and deployed at three levels: enterprise level, management level or business division, and functional level. The purpose is to finally complete the implementation and deployment of the strategic goals of the enterprise finance, technology research and development, manufacturing, marketing and other functional departments, coordinate the allocation of enterprise resources, clearly arrange the budget, and strengthen the organization and implementation.

### 5.2.6. Strategic Priorities and Tasks

The strategic goal is to "look from afar", and the strategic priorities and tasks are to "look up close". To ensure the realization of the enterprise's strategic goals, it is necessary to clarify the strategic priorities and tasks of the enterprise, including organizational structure that matches the strategy and the resource allocation during the implementation of the strategy. The organizational structure must be adapted and subordinate to the enterprise strategy. Different competitive strategies implement different resource allocation priorities. A low-cost strategy requires focusing resource allocation on plants and processes emphasizing costs and benefits to enable them to have the ability to reinvest to maintain advantages. Emphasis may also be placed on distribution systems that achieve operational simplicity and low costs. Differentiation strategy may require different resources, technologies and capabilities and may in particular require strong marketing and research and innovation capabilities, with an emphasis on product development and engineering. It requires that the focus of resource allocation is on the cooperation of various value activities to ensure that value can be

truly added in the process of production and transmission of products or services.

## 6. TEXTBOOK CONSTRUCTION REFORM

Textbook construction is an important guarantee for improving the teaching level of teachers and students' learning ability. There are two types of textbooks for the Enterprise Strategic Management course in China: theory-oriented textbooks which mainly focus on theoretical knowledge teaching, and practice-oriented textbooks which focus on case teaching. From the perspective of the teaching content system, the teaching is mainly carried out from the enterprise level and the management level, focusing on enterprise strategic environment analysis, enterprise culture, strategic selection, strategic implementation, and strategic control.

Through course teaching and research, it is found that, firstly, the existing similar textbooks in China have not yet formed a relatively mature ideological and political teaching content system for the Enterprise Strategic Management course. Secondly, there are few similar textbooks in China that focus on the research content of decision-making theories, methods and cases of management functions such as enterprise technology innovation management, enterprise investment management, enterprise project management, enterprise production operation management, and enterprise value management.

To this end, the main direction of reform of course textbook construction is to promote the construction of textbooks with the goal of stimulating students' enthusiasm for learning and to ensure that high-quality textbooks enter the classroom. ① It aims to deeply explore the ideological and political construction of the Enterprise Strategic Management course, improve the content system of the course ideological and political teaching, guide students to deeply understand the unique strategic analysis framework thinking of national leaders, and systematically carry out education on socialism with Chinese characteristics and the Chinese dream. ② It aims to strengthen students' understanding and mastery of the overall knowledge of the Enterprise Strategic Management course, help students understand national strategies, laws and regulations and related policies in the field of business administration and industry, improve students' awareness of the importance of enterprise social responsibility and cultivate students' sense of social responsibility. ③ It aims to improve students'

theoretical analysis ability and management practice ability, guide students to go deep into social practice and pay attention to practical problems, and cultivate students' ability to flexibly use the knowledge of the Enterprise Strategic Management course to conduct strategic analysis, formulation and decision-making.

To this end, the construction of textbooks should be guided by Marxism-Leninism, Mao Zedong Thought, Deng Xiaoping Theory, the important thought of "Three Represents", the Scientific Outlook on Development, and Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era based on compilation of similar textbooks, and deeply explore the ideological and political teaching content system of the Enterprise Strategic Management course.

Focusing on management functions such as enterprise strategic management, enterprise goal management, enterprise technology innovation management, enterprise investment management, enterprise project management, enterprise production operation management, enterprise value management, etc., it is necessary to focus on expanding the decision-making theories, methods and case studies of enterprise management functions. Efforts should be made to learn from the unique strategic analysis framework thinking of national leaders as well as national development strategic goals and overall thinking, and carry out research on the main contents of enterprise strategic management decision-making, enterprise goal management decision-making, enterprise technology innovation management decision-making, enterprise investment management decision-making, enterprise project management decision-making, enterprise production equipment management decision-making and enterprise value management decision-making. It includes the general idea of enterprise strategic management, the realization of enterprise strategic goals, the evaluation and improvement of enterprise technological innovation ability, enterprise investment evaluation and risk decision-making, the basic evaluation and comprehensive evaluation of enterprise project management, enterprise production equipment update decision-making and comprehensive management evaluation, and enterprise value engineering and management decision-making, in order to form an integrated teaching material of ideology and politics, theory, method and case of enterprise strategic management course. The purpose is to enable students to improve their thinking ability of enterprise strategic planning and enterprise management decision-making based on knowledge from the Enterprise Strategic Management course.

## 7. CONCLUSION

The teaching reform of the Enterprise Strategic Management course for business administration majors is a teaching practice problem, which involves the improvement and perfection of many links in teaching activities, the core of which is to improve students' enterprise strategic planning and management decision-making thinking as well as practical application ability. The essence of the teaching reform of Enterprise Strategic Management is to improve the teaching effectiveness of teachers in talent training in applied colleges and universities, to cultivate students' ability of macro-strategic planning thinking and management decision-making, and to improve students' knowledge application ability in enterprise management practice. As strategic reserve talents for national development and enterprise management, students majoring in business administration should not only master the overall knowledge of enterprise strategic planning and management decision-making, but also have the practical application ability of enterprise strategic management. Therefore, the teaching reform of the Enterprise Strategic Management course must actively explore and boldly practice in terms of teaching content, teaching goals, teaching methods, course ideological and political goals and elements, and textbook construction, in order to develop a comprehensive platform combining theoretical teaching and experimental simulation teaching suitable for this course.

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