

1 April, 2:00pm

Strategic thinking

Prof. Rico Long Wai Lam



STRATEGIC THINKING



Prof. Rico Lam

Head, Department of Management and Marketing

University of Macau

Presented at the 17th Annual Library Leadership Institute, Macau, April 1, 2019.



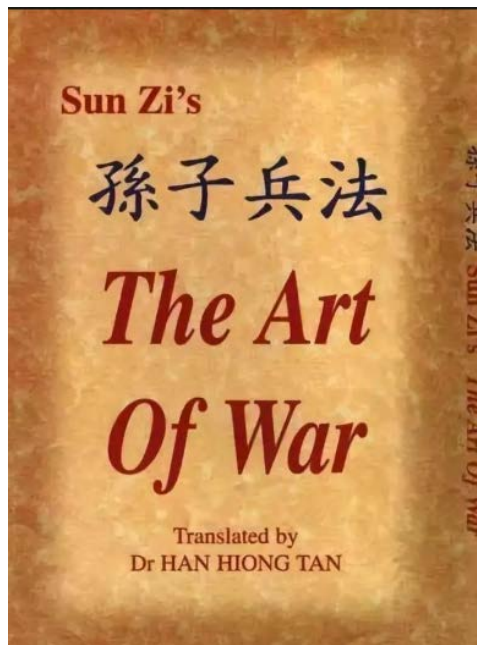
AGENDA

- A brief history of strategy
- Strategy-deliberate and emergent
- Strategic management process

• 不战而屈人之兵，善之善者也。

——《孙子兵法·谋攻篇》

"The supreme art of war is to subdue the enemy without fighting."



STRATEGY IN THE EAST

STRATEGY IN THE EAST

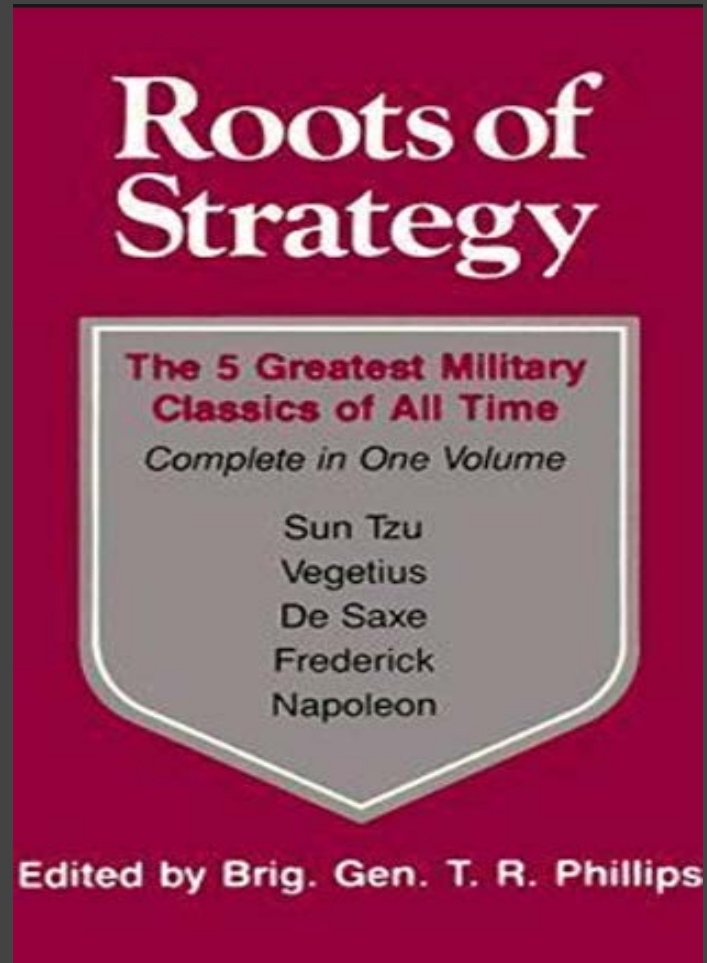
Romance of the Three Kingdoms



Tactic of Vacant City
空城計



STRATEGY IN THE WEST



MILITARY INSTITUTIONS OF THE ROMANS



"Victory in war does not depend entirely upon numbers or mere courage; only skill and discipline will insure it."

FREDERICK THE GREAT



"Diplomacy without arms is like music without instruments."

NAPOLEON

- *"You must not fight too often with one enemy, or you will teach him all your art of war".*





Strategy = Military tactics
(戰略)

MODERN VIEW OF STRATEGY



Strategy (策略) =
Policy, Integration, and Competition.



MODERN VIEW OF STRATEGY

- Refer to the first reading
- What is deliberate strategy?
- What is emergent strategy?
- Can you think of examples in library?

(10 minutes)



MODERN VIEW OF STRATEGY

- Deliberate strategy
= intention, plan, program

- Emergent strategy
= absence of intention, accidents, patterns

Example. Murder vs. Manslaughter



STRATEGIC MANAGEMENT PROCESS

- Refer to the Honda Case.
- Phase I Japan
 - Mr. Fujisawa
 - Mr. Honda
 - Model of entrepreneurial success

MR. HONDA





GRAND PRIX

MR. FUJISAWA







Entrepreneur + Manager
= Success!

STRATEGIC MANAGEMENT PROCESS

- Phase II USA

- What was Honda's deliberate strategy? Did it work?
- What was Honda's emergent strategy? Did it work?

(10 minutes)

Honda's Deliberate Strategy



Harley Davidson



Honda's Deliberate Strategy





7-ELEVEN

7-ELEVEN

182





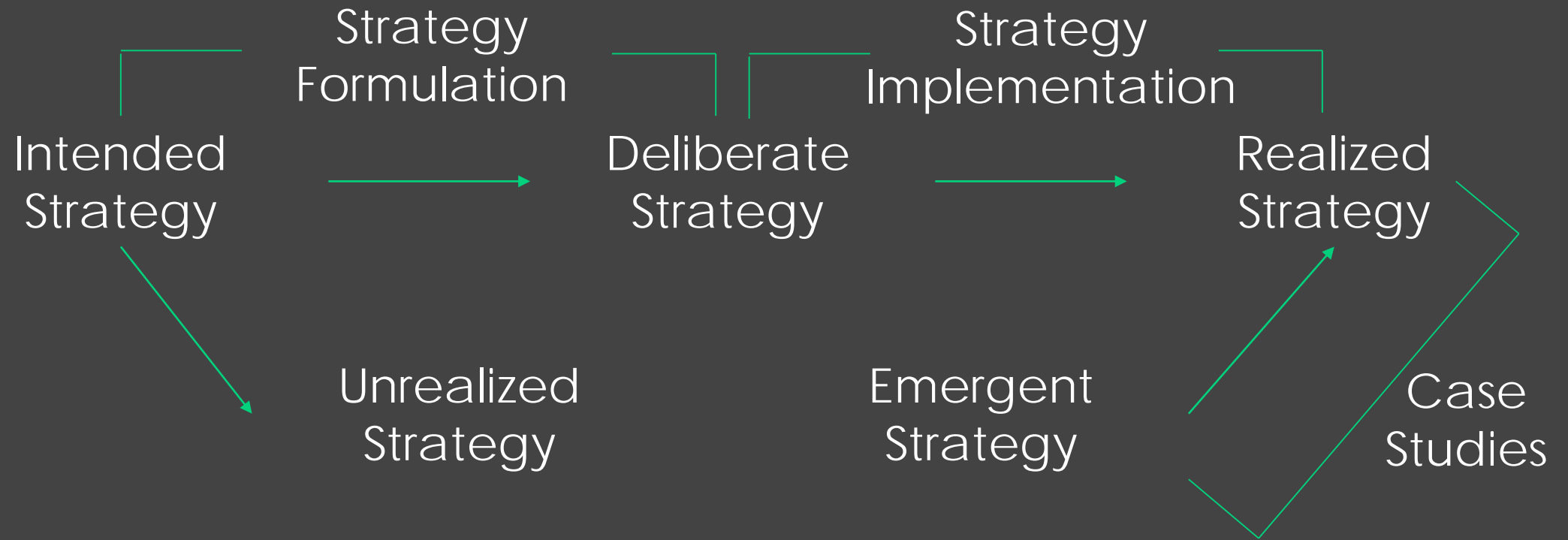


Cities of Los Angeles





STRATEGIC MANAGEMENT PROCESS





END

- Long W. “Rico” Lam is Professor of Management and Head of the Department of Management and Marketing at the University of Macau. Rico is currently doing research on felt trust, workplace incivility, proactive behaviors, and dirty work. His research has appeared or been accepted for publication in the *Journal of Applied Psychology*, *Journal of Management*, *Human Relations*, *Journal of Organizational Behavior*, *Journal of Vocational Behavior*, *Journal of Occupational and Organizational Psychology*, *Leadership Quarterly*, *Journal of Business Research*, *Asia Pacific Journal of Management*, and *Journal of Business Ethics*, etc. His work on trust and dirty work was also published in the *Handbook of Chinese Organizational Behavior* in 2012. Rico is currently Senior Editor of the *Asia Pacific Journal of Management*, Advisory Editor of *Journal of Human Resource Management* in Taiwan, and member of the Editorial Advisory Board of the *Journal of Managerial Psychology*, Editorial Review Board of the *Journal of Trust Research* and Editorial Board of the *Frontiers of Business Research in China*. Rico was Vice President of the Asia Academy of Management during 2013-15 and was the Conference Co-Program Chair of the 2015 Joint Conference of the Asia and Taiwan Academy of Management. Rico holds a Ph.D. in management from the University of Oregon.
- Email: ricolam@um.edu.mo