

COURSE OUTLINE: Strategic Management

Programme: BBA
Module Code: BSP3001
Module Title: Strategic Management
Semester: 2019/2020 Sem 1 (Aug-Nov 2019)
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Course Overview

The course is designed as a journey that covers all essential aspects of strategic management: strategy analysis (internal and external), formulation of strategies at different levels of the organization, and strategy implementation. We will also reflect on the emerging topics in the field like business models, new product development, and stakeholder theory. This is an introductory course that provides students with an overview of the main concepts in each topic.

Course Objectives

The most interesting questions are those for which there is no immediate or obvious answer, and the field of strategy deals with exactly this type of question. It is therefore not surprising that strategists have come up with many competing paradigms. Frameworks that fit one firm may be useless for another. In this course, the emphasis is not just on acquiring knowledge, but understanding how and when applying certain frameworks. These are objectives set for this course:

- *In-depth strategy knowledge.* To encourage the understanding of the many, often conflicting, schools of thought and to facilitate the gaining of insight into the assumptions, possibilities and limitations of each set of theories and tools;
- *Strategic thinking ability.* To develop the student's ability to think strategically, understand the language of business, analyze and craft strategies on paper and verbally in class discussion.

The assessment of your learning will, correspondingly, be based on your application of the course material. Please do not memorize the book or articles! Instead, critically go through the course material, actively participate in the class and engage in the discussions. This is the key to perform well.

Course Lessons

Lessons will be typically last 3 hours with a 15-minute break. Lessons will be organized as follows:

- The first half of each lesson will be an active discussion of the assigned case, students will be asked questions, to interact with the professor and their classmates, and participate in in-class discussion. This is an **interactive** class where the learning occurs **within groups**.
- The second half of the lesson will be interactive lecture based on the key topics in the textbook, debrief of the case, as well as examples from current news and research.

- The sequence between the case and theory during the class is decided weekly by the professor

- Please arrive in time to class to participate in **both parts** the class on discussion and theory. Late arrivals (15 minutes after class begins) will count as an absence from the whole class.

- **Be active!** This is not a class where you are expected to merely memorize concepts and theories. Apply the knowledge you gain from required readings in class so you can best prepare for the course assignments and tests.

Assessment

The final grade for this course will be computed based on the following:

- Class participation & assignments	30%
- Group project & presentation	40%
- Final test	30%

- *Class participation.* Grades will be based on the quality of participation. Absence from class sessions or seldom speaking up during class discussions will result in a low participation score. Please try to participate regularly in class.
- *Assignments.* Depending on the topic, in some sessions students are required to work on related assignments.
- *Group project.* Experience without theory is blind, but theory without experience is mere intellectual play. The group project provides an opportunity to put ideas into practice. Students have the chance develop a new product or service for an established or a new company. This involves analyzing the potential market, design the optimal entry strategy, verify the financial feasibility and, finally, test the idea on the market with real customers!
- *Final test.* The final test will consist of a case with few questions. Good knowledge of the material in the slides will be sufficient to pass the test. The best preparation is active class participation.

Schedule and outline

1. Introduction to strategy (August 15)
2. External analysis; case: Coffee vs. Airlines (August 22)
3. Capabilities and resources, case: IBM (August 29)
4. Business, Corporate and Network strategy , case: Video Games Industry (Sept 5)
5. Innovation, case: Innovation in Diabetes Care (September 12)
6. New Product Development, Final Project Coaching (Sept 19)

Recess week (Sept 21-29, no class)

7. International Expansion, case: Uber (October 3)
8. Business Models, Workshop (October 10)
9. Strategy Implementation , case: Digitalization at GE (October 17)
10. Business ethics & CSR, case: Apple and CSR; wrap up (October 24)

11. Project presentations (October 31)
12. Project presentations (Nov 7)
13. Final test (Nov 14): In-class case analysis. Bring your laptop & charger

General Guide and Reading

General Standards:

- During class smartphones and other gadgets should be off and movement minimal.
- Bring your laptop to class. It will be useful.
- All course assignments will be automatically checked for plagiarism.

Textbook

There is no need to purchase a textbook. However, the reference textbook is:

- R. Grant. *Contemporary Strategy Analysis and Cases: Text and Cases*, 9th edition, Wiley

Academic honesty and plagiarism

Academic integrity and honesty is essential for the pursuit and acquisition of knowledge. The University and School expect every student to uphold academic integrity & honesty at all times. Academic dishonesty is any misrepresentation with the intent to deceive, or failure to acknowledge the source, or falsification of information, or inaccuracy of statements, or cheating at examinations/tests, or inappropriate use of resources. Plagiarism is 'the practice of taking someone else's work or ideas and passing them off as one's own' (The New Oxford Dictionary of English). The University and School will not condone plagiarism. Students should adopt this rule - You have the obligation to make clear to the assessor which is your own work, and which is the work of others. Otherwise, your assessor is entitled to assume that everything being presented for assessment is being presented as entirely your own work. This is a minimum standard. In case of any doubts, you should consult your instructor.

Additional guidance is available at:

<http://www.nus.edu.sg/registrar/adminpolicy/acceptance.html#NUSCodeofStudentConduct>

Online Module on Plagiarism: <http://emodule.nus.edu.sg/ac/>