

Course Outline: Strategic Management

Programme: BBA
Module Code: BSP3001A/BSP3701A
Module Title: Strategic Management
Semester: 2020/2021 Sem 1 (Aug-Nov 2020)
Faculty: Simone Santamaria (Department of Strategy & Policy)
Office: Mochtar Riady Building #06-09
Contact: bizsim@nus.edu.sg

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 and new product development.

This is an introductory course that provides students with an overview of the main concepts in each topic.

Course Objectives

In the strategy field, we deal with the most interesting questions: those for which there is no immediate or obvious answer. It is therefore not surprising that strategists have come up with many competing frameworks and theories. Frameworks that fit one firm may be useless for another. In this course, the emphasis is not just on acquiring knowledge, but understanding when and how to apply 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 an ability to think strategically, understand the language of business, analyze and design strategies on paper as well as verbally in class discussion.

The assessment of your learning will, correspondingly, be based on your application of the course material. Don't 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 Lectures

The lectures will be typically last for 3 hours with the following structure:

- The **first half** of the lesson will be an active discussion of the **assigned case**. Students are required to read a case one week in advance. During the session students will be asked questions, are encouraged to interact with the professor and their classmates, and participate in the discussion.
- The **second half** will be an **interactive lecture** covering the key topics in the textbooks, debrief of the case, as well as examples from current news and research.

The sequence between the case discussion and interactive lecture during the class is decided weekly by the professor.

- ❖ **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 will be computed based on:

- | | |
|--|-----|
| – Class participation & assignments (individual) | 30% |
| – Group project & group presentation (group) | 40% |
| – Final test (individual) | 30% |
- *Class 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 to 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 a few questions. Good knowledge of the material discussed in the class will be sufficient to pass the test. The best preparation is active class participation.

Course Schedule

1. Introduction to Strategy
2. External Analysis, Case: Coffee vs. Airlines
3. Internal Analysis, Case: IBM - Group Project Guidelines
4. Group Project Tutorial 1
5. Business, Corporate, and Network Strategy, Case: Video Games Industry
6. Innovation: New Product Development

Recess week

7. Innovation: Managing Change
8. Group Project Tutorial 2
9. International Expansion, Case: Uber
10. Emerging Topics in Strategy and Conclusions
11. Group Project Presentations
12. Group Project Presentations
13. Final Test

General standards

- Please be punctual in joining the sessions.
- Bring your laptop to face-to-face sessions.
- All course assignments will be automatically checked for plagiarism.

Reading and Textbook

- Cases will be distributed during the course.
- Course slides and other multimedia material will be available online after each session.
- 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/>