

## **BSP3701D: Strategic Management**

<b>Programme:</b>	BBA
<b>Module Code:</b>	BSP3701D
<b>Module Title:</b>	Strategic Management
<b>Semester:</b>	2022/2023 Semester 2
<b>Class Date:</b>	9 Jan 2023 – 14 Apr 2023
<b>Faculty:</b>	Adjunct Associate Professor Quah Siew Heng
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### **Course Overview**

Firms create value so as to gain an advantage over their competitors. Strategy is the management's action plan for competing successfully and operating profitably. Strategic management is defined as the art and science of analyzing, formulating and implementing cross-functional decisions that enable a firm to achieve its strategic objectives. The strategic management process is a comprehensive set of analyses and choices that a firm will select and implement for business success.

Firms need to make these strategic decisions regarding where to compete (corporate strategy) and how to compete (business strategy). The formulation of an adequate strategy will need to be guided by the vision and mission of the firm and anchored on a detailed analysis of the firm's internal and external situation (strategic analysis).

This is a capstone course for undergraduate business education. This course will familiarize students with some important concepts, frameworks and techniques that are needed to make better strategic decisions. There will be strong emphasis on strategic thinking as well as on the inter-industry linkages like business ecosystems and platform strategies, especially in this digital era.

This course is a blend of theories and applications and will rely on lectures, class participation, case presentations/discussions, group projects and self-study. I will inject the practitioner perspective into the course based on my more than 25 years of senior management experience.

### **Aim and Outcomes**

The course aims to guide the students to develop a strong understanding of the theory and practice of strategic management, with a focus on the Asia setting. In particular, the emphasis is on the determinants of firm performance and drivers of organizational success in the global business world.

The course learning outcomes are for the students to:

1. Understand the field of strategic management.
2. Acquire perspectives in the theories and applications of strategic management.
3. Practice in analyzing, presenting and discussing strategic management cases in a classroom setting.
4. Apply strategic management to a group project of a real-life company or industry.
5. Aspire towards a habit of keeping up with contemporary events and issues in strategic management.

### **Learning Resources**

The textbook is:

- Rothaermel F.T. *Strategic Management*. McGraw-Hill, 2021 (5<sup>th</sup> Edition)

The learning will be supplemented by recent business events and news regarding most up-to-date business developments.

### **Scope**

The topics to be addressed in this module are as follows (note that the list below may be subject to change as needed):

- Week 1: Introduction to Strategy
- Week 2: Strategic Leadership
- Week 3: External Analysis. Case: Apple
- Week 4: Internal Analysis. Case: CP Group
- Week 5: Business Strategy. Case: Seven Eleven
- Week 6: Corporate Strategy. Case: Ping An
- Week 7: InClass Test, Guest Speaker
- Week 8: Strategy Execution. Case: DBS
- Week 9: Global Strategy. Case: Fujifilm
- Week 10: Governance, Sustainability and Ethics. Case: Nespresso
- Week 11 & 12: Team Project Presentations
- Week 13: Synthesis of Strategy

The sessions will incorporate case study facilitations and discussions. Cases used will capture iconic industries and companies. They also reflect critical strategic management themes pertaining to the key business regions of the world, particularly Asia.

Details of the sessions, including learning objectives, readings and case studies, are shown in the Annex. In addition, a small number of sessions will be used for project presentations. This number will depend on the class enrolment and team allocations.

## **Organization**

Students will be assigned into a team which will each facilitate a case discussion as well as submit and present a project.

## **Assessment**

The module assessment scheme is as follows:

<b>Component</b>	<b>Weight</b>
Participation	30%
Case Presentation and Facilitation	15%
InClass Test	25%
Team Project	30%
<b>Total</b>	<b>100%</b>

### Participation (Individual)

This component comprises participation during class, including case discussions and project presentations. General professional etiquette such as attendance and punctuality will be considered.

### Case Presentation and Facilitation (Group)\*

This component includes the analysis and discussion of the assigned cases. Every team will make a brief presentation and facilitate a class discussion. It will be good if each team can design some questions or related activities to engage the class. The emphasis will be on two-way interaction rather than one-way presentation. Teams are urged to be creative and work strictly within the time allocated. All teams are to submit the slides to be used before the presentation.

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\* The types of presentation and facilitation to be allocated to groups will be dependent on actual class size. The arrangements will be finalized at the start of the semester.

### InClass Test (Individual)

Further details will be provided.

### Team Project (Group)

Student teams will perform a strategic study of a local or Asian company. This study should lay out the critical issues and propose recommendations or generate projections. Student teams are encouraged to select an interesting company for the project. They may discuss with the instructor on possible project ideas, if necessary. Each team is expected to make a short presentation in class, including handling a question-and-answer segment, within an allocated time frame. A written report (not more than 3,500 words) is required in addition to the presentation slides or materials. The presentation slides are to be submitted 2 days before the day of the presentation. More information on the requirements will be furnished separately.

### About the Instructor

**QUAH** Siew Heng is the Managing Consultant at Amptree Advisors where he specializes in business management consulting covering strategic management and operational excellence, including using the Balanced Scorecard as a tool for strategy execution. Today, he is appointed as a Senior Industry Transformation Advisor heavily involved in consulting SMEs on their transformation journey under a government scheme in which Singapore Business Federation is the programme manager. He is also a Board member of a SME in the manufacturing space.

An Adjunct Associate Professor in the NUS since 2017, he has taught the core module Corporate Strategy and developed/taught an elective module on Digital Strategy in the NUS MBA programme.

He was previously the CEO of Trusted Source, a wholly owned subsidiary of Temasek Management Services (TMS). Trusted Source managed and operated all the IT services and support for Temasek Holdings.

Prior to that, Mr Quah was with Atos Origin for more than 10 years as the Vice President for Consulting and System Integration for Asia Pacific and as the Managing Director, ASEAN where he transformed the company from an IT department of Philips Electronics to a full-fledged commercial business unit as part of Philip's initiative to create a new global leader in the IT Service sector.

Before joining Atos Origin, Mr Quah was with IBM in Singapore and ASEAN/SA for 9 years, where in his last role, he was the Services Business Executive for IBM Singapore, responsible for all the IT services business from product support to consulting & application development to outsourcing/managed services.

In addition to his more than 20 years in senior management, Mr Quah has served for more than 10 years as an Independent Director in 2 listed companies,

assuming the roles of Chairman Audit Committee, Nominating Committee and Remuneration Committee at various times.

Mr Quah received his undergraduate degree in Civil Engineering and his MBA from the National University of Singapore.

## **Details of Sessions**

### **Week 1: Introduction to Strategy**

The learning objectives for this session are for the students to understand:

- The concept of strategy and the importance of strategic thinking
- The stages of the strategic management process
- The evolution of strategic management thinking, particularly the perspectives influencing strategy such as industrial organization economics, resource-based theory, and stakeholder theory
- The notion of competitive advantage and implications on economic returns
- The difference between intended and emergent strategy and the challenges to strategic management

Readings:

- Rothaermel: Chapter 1
- The Rise and Fall of Circuit City  
[https://www.richmondfed.org/~media/richmondfedorg/publications/research/econ\\_focus/2013/q3/pdf/economic\\_history.pdf](https://www.richmondfed.org/~media/richmondfedorg/publications/research/econ_focus/2013/q3/pdf/economic_history.pdf)

Viewing:

- What is Strategy? <https://www.youtube.com/watch?v=TD7WSLeQtVw>

### **Week 2: Strategic Leadership**

The learning objectives for this session are for the students to understand:

- Leadership as a prerequisite to successful strategic management
- Roles of vision, mission and values in the strategic management process
- The strategy process across different levels
- Determining the firm's strategic direction

Readings:

- Rothaermel: Chapter 2
- "Steve Jobs Summed UP Apple's Entire Strategy Using Just 6 Bullet Points", Inc. magazine, 25 Aug 2011  
<https://www.inc.com/justin-bariso/apple-steve-jobs-how-to-write-a-meeting-agenda-email-apple-vs-epic-business-strategy-how-to-write-a-strategic-plan-apple-ecosystem.htm>
- Email from Steve Jobs dated 24 Oct 2010 (see document in Canvas)

### **Week 3: External Analysis**

The learning objectives for this session are for the students to understand:

- Frameworks for external analysis – PESTEL, Porter's Five Forces

- The scope of industry environment and the forces that determine the nature and level of competition in an industry
- The impact of the forces on industry attractiveness and profitability, and how firms can influence industry structure
- Industry dynamics – changes over time
- The limitations of industry analysis, particularly for firm-level strategies

Readings:

- Rothaermel: Chapter 3
- Webb A. “The 11 Sources of Disruption Every Company Must Monitor” *MIT Sloan Management Review*, Spring 2020

Case Study:

- Apple, Inc

### **Week 4: Internal Analysis**

The learning objectives for this session are for the students to understand:

- The characteristics of resources and capabilities that create the basis for competitive advantage
- The role of resources and capabilities in strategy formulation
- The notion of core competences as a central conceptual underpinning in strategic management, including its limitations
- The value chain analysis and its use for strategic decision making such as outsourcing

Readings:

- Rothaermel: Chapters 4, 5
- Iansiti M. & Lakhani K.R. “From Disruption to Collision: The New Competitive Dynamics” *MIT Sloan Management Review*, Spring 2020

Case Study:

- CP Group

### **Week 5: Business Strategy**

The learning objectives for this session are for the students to understand:

- The definition and purpose of strategy at the business level
- The importance of product-markets in business strategy
- The generic competitive strategies of cost leadership, differentiation, integrated and focus as well as the trade-offs between them
- The competitive dynamics amongst firms in the same industry and the influences on these firms and the industry
- The common competitive tactics firms pursue, including growth strategies,

offensive tactics, defensive tactics, collaborative tactics, political tactics, avoidance or “blue ocean” tactics, and flexibility tactics

Readings:

- Rothaermel: Chapters 6, 7
- Hagiu A & Wright J. “When Data Creates Competitive Advantage” *Harvard Business Review*, January-February 2020

Case Study:

- Seven Eleven

### **Week 6: Corporate Strategy**

The learning objectives for this session are for the students to understand:

- The definition and purpose of strategy at the corporate level
- The roles and responsibilities of corporate-level management
- The types of corporate strategies used, particularly concentration, vertical integration, and diversification
- The tools for diversification for value addition, including internal development, acquisitions and joint ventures
- The application and interpretation of portfolio models

Readings:

- Rothaermel: Chapters 8, 9
- DSM Annual Results 2021, AGM 10 May 2022

Case Study:

- Ping An

### **Week 7: InClass Test, Guest Speaker**

### **Week 8: Strategy Execution**

The learning objectives for this session are for the students to understand:

- The importance of organizational design for effective strategy execution
- The need to match appropriate structures to strategies
- The different types of structures and the specific strategies these support
- The control system view for strategy and types of strategic control systems
- The approaches to restructuring and their strategic intent for turnaround and transformation

Readings:

- Rothaermel: Chapter 11

- Kaplan R. S, McMillan D. “Reimagining the Balanced Scorecard for ESG era” *Harvard Business Review*, March 2021

Case Study:

- DBS

### **Week 9: Global Strategy**

The learning objectives for this session are for the students to understand:

- The evolution of global growth in businesses
- The merits and challenges for firms going global
- The effects of national characteristics on business globalization
- The key approaches and frameworks for global strategy
- The implications of globalization for strategic leadership

Readings:

- Rothaermel: Chapter 10
- Greeven M.J., Xin K. & Yip G.S. “How Chinese Retailers Are Reinventing the Customer Journey” *Harvard Business Review*, September–October 2021

Case Study:

- Fujifilm

### **Week 10: Governance, Sustainability and Ethics**

The learning objectives for this session are for the students to understand:

- The importance of corporate governance for corporate social responsibility and ethics
- The rationale and types of governance mechanisms and their relations to stakeholders
- The attainment of competitive advantage and business performance through corporate social responsibility
- The schools of thought in business ethics and their applicability in different cultural settings
- The emerging notion of sustainability and its implications for business

Readings:

- Rothaermel: Chapter 12
- Smith I.H. & Kouchaki M. “Building an Ethical Company” *Harvard Business Review*, November–December 2021

Case Study:

- Nespresso  
<https://www.sustainability.nespresso.com/>

## **Week 11: Team Project Presentations**

## **Week 12: Team Project Presentations**

## **Week 13: Synthesis of Strategy**

The learning objectives for this session are for the students to understand:

- The complexity and fallibility of strategic management
- The different emphasis of strategic management in the world of practice
- The recent ideas of strategy practice and their relations to the academic field of strategic management
- The requirement for organizations to be future-ready in the digital age
- The need for continual life-long learning in the changing world of strategy

Readings:

- Stadler C., Hautz J., Matzler K. & Von den Eichen S.F. "Open Up Your Strategy" *MIT Sloan Management Review*, Spring 2022