Strategic Management

Programme: BBA
Course Code: BSP3701
Course Title: Strategic Management
Semester: 2023/2024 Sem 1 (Aug-Nov 2023)
Faculty: Simone Santamaria, Ph.D. (Department of Strategy & Policy)
Office: Mochtar Riady Building #06-09
Office Hours: On appointment
Contact: bizsim@nus.edu.sg

I.   Course Overview

The module is designed as a journey that covers all essential topics in strategic management: strategy analysis, formulation of strategies at different levels of the organization, and strategy implementation. We will also reflect on the emerging areas in the field like business models and new product development.

The course provides the big picture of the business. Students will take the perspective of a manager who has overall responsibility for the performance of the company. In this role, students will be able to determine the drivers of corporate performance, understand the changes that are most likely to affect future performance, and identify the actions that can help the company build and sustain a competitive advantage.

II.   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 a given company 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*. This module provides you with the key concepts, tools, and frameworks of strategic management and covers theories for in-depth industry and competitor analysis, with attention to forces like technological innovation. The module provides insight into different, sometimes conflicting, schools of thought hence understanding assumptions, advantages, and limitations of each set of theories and tools.
- *Strategic Thinking Ability*. In this course, you will learn to think strategically, understand business performance, analyze and design strategies formally on paper and verbally. The module will offer you experience in conducting a comprehensive strategic analysis of new and established companies in various sectors.
- *Communication Skills*. During the course, you will learn to make convincing arguments through oral presentations, arguments, and written assignments.

The assessment of your learning will, correspondingly, be based on your application of the course material. 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 excellent performance.

III. Format

The lectures will typically last for 2.5 hours with the following structure:

- The first half of the lesson will be an active discussion of the **assigned case**. You are required to read a case (that has been circulated one week in advance). During the session you will be asked questions, encouraged to interact with the me and your 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 can change depending on the session.

- **Be active**! This is not a course where you are expected to merely memorize concepts and theories. The course, instead, emphasizes active learning through case discussions and experiential exercises. The most important learning will take place during our discussions and activities. Hence, success in this course requires your "active participation".

IV. General standards

- Come prepared for each class. This means going through the required readings, and/or prepare any required individual or group assignments.
- Be punctual in joining the sessions.
- Bring your laptop or tablet to face-to-face sessions. Note that smartphones are prohibited during class time unless otherwise specified.
- All course assignments will be automatically checked for plagiarism.

V. Assessment

Your final assessment (Letter Grade) in this module derives from a final numeric score, which includes the following three grading components:

Grading Component	Weight
1) Class participation & assignments (individual)	30%
2) Group project & group presentation	40%
3) Final test (individual)	30%
TOTAL	100%

1. a. 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.

1.b. Assignments. Depending on the topic, in some sessions, you are required to work on related assignments.

2. Group project. The group project provides an opportunity to put ideas into practice. You will have the chance to develop a new product or service for a 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.

3. 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.

VI. Course Schedule*

Timeline	Topic
Week 1	Introduction to the Course and to Strategy
Week 2	External Analysis. Case: Coffee vs. Airlines
Week 3	Internal Analysis. Case: IBM Group Project Guidelines
Week 4	Group Project Tutorial I
Week 5	Business, Corporate, and Network Strategy Case: Video Games Industry
Week 6	Innovation: New Product Development
RECESS WEEK	
Week 7	Innovation: Managing Change
Week 8	Group Project Tutorial II
Week 9	International Expansion. Case: Uber
Week 10	Emerging Topics in Strategy and Conclusions
Week 11	Group Project Presentations
Week 12	Group Project Presentations
Week 13	Final Test

*Subject to change.

VII. 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

VIII. 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.

Artificial Intelligence (AI) tools such as ChatGPT do not require specialist knowledge to use. Many of these AI tools are commonly used in social media, for example, to create content and disguise and refine content created from programmes like ChatGPT. We understand that students will be drawn to using these AI Tools, as they would for any other electronic aid.

However, to be clear, normal academic rules still apply. As noted in the Code of Student Conduct:
> *"The University takes a strict view of cheating in any form, deceptive fabrication, plagiarism and violation of intellectual property and copyright laws. Any student who is found to have engaged in such misconduct is subject to disciplinary action by the University."*

With respect to AI tools (e.g., ChatGPT and image generation tools), the use of these tools as inputs into your assignment development process is acceptable. However, if you use ChatGPT or any other such AI tool in your work, you must provide a proper representation of how you used the tool and what prompts you used to generate output. Failure to cite its use constitutes academic misconduct.

Further, as with any information source, be aware that minimal efforts yield low quality results. You will need to refine your work and fact check the output, as you would double-check information from any source. Further, you should be selective in how and when you use such tools instead of using it for each and every assignment you create.

To summarise:
1. Always check with your instructors on what are the permitted uses of AI tools.
2. Have a discussion at the start of a course about the use of AI.
3. Where permitted, acknowledge your use of AI.
4. You remain responsible for the quality of your work and its appropriate representation.
5. Failure to follow the above steps can lead to a concern about plagiarism (academic dishonesty).

As always. 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 entirely your own work. This is a minimum standard.