

## Course Outline

**Course Code** : BSP3701B  
**Course Title** : Strategic Management  
**Semester** : Semester 2, Academic Year 2023-2024  
**Faculty** : Assistant Professor Lisa Tang  
**Department** : Strategy & Policy  
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### Overview

This module introduces key concepts, tools, and fundamental issues in strategy. The module is focused on the information, analyses, skills, and business judgment managers use to craft strategies to maximize long-term performance in the face of uncertainty and competition. We will cover all essential aspects of strategic management: strategy analysis, strategy formulation at different levels of the organization, and strategy implementation. We will also reflect on the strategic purpose of organizations, and their role towards shareholders, stakeholders, and society.

Students will take the perspective of the general manager who has overall responsibility for the performance of the firm. The general manager's most basic tasks are to understand the drivers of current firm performance, identify the changes that are most likely to affect future performance, and determine how to utilize the firm's resources to achieve a sustainable competitive advantage. At the end of the module, students will gain an appreciation for the challenges inherent to managing organizations and the nuances of formulating strategies in the face of an ever-changing environment. This course is designed as an integrative and interdisciplinary course, which draws together and builds on all the ideas, concepts, and theories from your previous introductory modules in economics, accounting, finance, and marketing.

### 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. In this module, the emphasis is not just on acquiring knowledge and applying frameworks. Students will be expected to exhibit traits of excellent strategists, including going beyond the tools offered, questioning received wisdom, extending and adapting the frameworks, and exhibiting critical thinking. The module will be problem-focused and managerially relevant. The learning objectives for this module are:

- **Theory and Concepts.** This module provides the key concepts, tools, and principles of strategic management. The module covers theories for in-depth industry and competitor analysis, for analyzing the impact of various forces (e.g. technological advances, government regulation etc.) on industry competition and evolution and for anticipating and predicting future industry developments. The module also examines the economic underpinnings of competitive advantages and the fundamental conditions that allow firms to create and sustain advantageous strategic positions. The course also covers concepts and theories for corporate strategy decisions such as diversification and vertical integration and global strategy decisions such as international expansion and growth.
- **Analytical Skills.** Theoretical concepts are a great aid to understanding, but by themselves are not enough to resolve real business problems. You also need a set of useful analytical tools and skills that can be applied to the data to question and validate the facts and premises assumed in the theories. Some of the tools are quantitative – analyzing financial statements, calculating the effects of scale and learning on production costs, for example – while others are more qualitative. Learning both how and when to apply these techniques are key objectives of the module.

The module will offer you experience in conducting a comprehensive strategic analysis of a company. This involves performing an in-depth external analysis of the firm's industry and competitors as well as a thorough internal analysis of the firm's objectives, strategies, competitive advantages and financial performance, identifying the key strategic problems faced by the business, formulating solutions for addressing them and developing an effective implementation plan.

- **Critical Thinking Skills.** The module will place a special emphasis on developing your critical thinking skills and enhancing your ability to present a thoughtful critique of others' arguments, analyses and supporting evidence. These skills will also help you to gather information, prepare thoughtful analyses and build compelling arguments.
- **Communication Skills.** The best analysis will have little effect if it cannot be communicated to others. Managers must be able to articulate their views coherently and persuasively, both orally and in writing. Most of a typical manager's day is consumed by communication. Time is often scarce. You must learn to make convincing arguments and to make them quickly. This skill takes practice and we will place a special emphasis on it in class through oral presentations, arguments, and written assignments.

### **General Guide & Reading**

This module strives to be "paper-less" where possible. Readings and cases have been placed on Canvas, and all assignments should be submitted using Canvas.

There is no need to purchase a textbook. However, if you want to read more, I recommend the following optional book: Rothaermel, Frank. *Strategic Management*, 6th Edition, McGraw Hill, 2023.

The module contains two interrelated formats: 1) lectures and 2) cases. Each class will typically last 2.5 hours with a 15-minute break, and it will have two parts:

- One part of the class will be interactive lecture based on the key topic of the session.
- The other part will be an active discussion of the assigned case based on the Case Method. Students will be asked questions, encouraged to interact with the professor and their classmates, and expected to participate in the discussion.
- *Be active!* This is not a class where you are expected to merely memorize concepts and theories. Apply the knowledge you gain from lectures, readings, and cases so you can best prepare for the next assignments and thus enjoy the process of learning.
- Electronic devices policy: Laptops and tablets are allowed only for the purpose of in-class exercises and/or note-taking. Smartphones are prohibited during class time unless otherwise specified.

### **Assessment**

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

<b>Assessment Components</b>	<b>Weight</b>
1) Individual Module Contribution	25%
2) Individual Write-Ups	30%
3) Team Final Project	45%
<b>TOTAL</b>	<b>100%</b>

### **Academic Honesty & 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 doubt, you should consult your instructor.

**Additional guidance is available at:**

- <http://www.nus.edu.sg/registrar/administrative-policies-procedures/acceptance-record#NUSCodeofStudentConduct>
- <http://nus.edu.sg/osa/resources/code-of-student-conduct>