

Course Outline

Course Code	: BSP3701B
Course Title	: Strategic Management
Semester	: Semester 1, Academic Year AY24/25
Faculty	: Dr Kon Sen Choeng
Department	: Strategy & Policy
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Overview

The course 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 which could be sustainability, family business strategies, or others.

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.

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 course provides you with the key concepts, tools, and frameworks of strategic management and covers theories for in-depth industry and competitor analysis, strategic actions. Also it 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.

General Guide & Reading (e.g. Case preparation guide, project report guide, main textbook & supplementary materials, etc)

- Cases will be distributed during the course.
- Textbooks
 - , *Strategic Management*, Cengage
 - *Contemporary Strategy Analysis and Cases*, Wiley

Assessment

Assessment Components	Weightage
1. Class participation (Individual)	15%
2. Case Presentation and Dynamic Extension Presentation (Group Presentations)	15%
3. Individual Written Assignment	30%
4. Group Strategic Audit – Powerpoint submission	
a) Individual Presentation	15%
b) Group Presentation	25%
TOTAL	100%

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’ 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>

About me . . .

<Optional>

Schedule and Outline

Lesson/ Week	Date	Topic	Chapter (TBC)*	Activity
1	13 Aug	Course Overview and Introduction to Strategic Management		
2	20 Aug	External Analysis		
3	27 Aug	Internal Analysis		
4	3 Sep	Business Level Strategy		Group Presentations
5	10 Sep	Corporate Level Strategy		Group Presentations
6	17 Sep	Strategic Audit Project Time		
RECESS	24 Sep	No Class		
7	1 Oct	Special Strategy Topic: TBC		
8	8 Oct	International Strategy		Group Presentations
9	15 Oct	Leadership & Corporate Governance		
10	22 Oct	Sustainability		
11	29 Oct	Group Project Presentations		Group Presentations
12	5 Nov	Group Project Presentations *		
13	12 Nov	Individual Assignment Submission		

*TBC – To Be Confirmed.