

## Course Outline

<b>Course Code</b>	: BSP3701C
<b>Course Title</b>	: Strategic Management
<b>Semester</b>	: Semester 1, Academic Year 2024
<b>Faculty</b>	: Simone Santamaria
<b>Department</b>	: Strategy & Policy
<b>Email</b>	: bizsim@nus.edu.sg
<b>URL</b>	: bizfaculty.nus.edu.sg/faculty-details/?profId=595

### Overview

The course is designed as a journey that covers all essential topics in strategic management: external analysis, internal analysis, strategic interaction, new product development, innovation management and business model design. 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:

- *Knowledge of Strategy Frameworks.* This course 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.
- *Strategic Thinking Ability.* In this course, you will learn to think strategically, understand business performance, analyse and design strategies formally on paper and verbally.
- *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.

### General Guide

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”.

### Reading

- 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

### Assessment

Your final assessment (Letter Grade) in this course 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%
<b>TOTAL</b>	<b>100%</b>

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 analysing 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.

**Schedule and Outline**

<b>Timeline</b>	<b>Topic</b>
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
<b><i>RECESS WEEK</i></b>	
Week 7	Innovation: Managing Change
Week 8	Group Project Tutorial II
Week 9	Emerging Topics in Strategy and Conclusions
Week 10	Final Test
Week 11	NUS Well-Being Day
Week 12	Group Project Presentations
Week 13	Group Project Presentations

\*Subject to change.

**About the instructor**



Simone (**Simon**) is an Assistant Professor at NUS Business School. He holds a Ph.D. from Bocconi University, Italy. His research and teaching interests are at the intersection of entrepreneurship and competitive strategy. He studies and teaches how start-ups can successfully launch their initial product on the market, compete with established companies, scale up, and eventually divest their activities. His work has been published in Strategic Management Journal, Management Science, and MIT Sloan Management Review. He frequently works as a consultant for companies interested in digital innovation (recent clients include Pirelli and Yoox) startups and startup accelerator companies.

### **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>