

COURSE OUTLINE

BSP3001 Strategic Management

Semester 1, 2014-2015

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Course Description

Strategy is a fundamental aspect of management yet few people are able to think strategically. This course will help students become excellent strategists. It gives an overview of all essential aspects of strategic management: strategy analysis (internal and external), formulation of strategies 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 in general. The intention is to provide students with strategy insights; reflect on strategic dilemmas; and practice strategy tools to enable students to become confident and creative strategic thinkers.

Course Objectives

Within the field of strategy there are many contradictory paradigms. Frameworks that fit one firm may be useless for another. In this course, the emphasis is not just on acquiring knowledge and applying frameworks. Students will be expected to go beyond the tools offered. In class we will question received wisdom, extend and adapt the frameworks, and exhibit unconventional thinking. These are objectives set for this course:

- *In-depth strategy knowledge.* To encourage the understanding of the many, often conflicting, schools of thought and to facilitate the gaining of insight into the assumptions, possibilities and limitations of each set of theories and tools;
- *Strategic thinking ability.* To develop the student's ability to think strategically, understand the language of business, analyze and craft strategies on paper and verbally in class discussion, critically reflect on existing theories and tools, to creatively combine or generate frameworks and tools and use them where applicable;
- *Asia – focus.* To provide insights into and reflect upon strategies of Asian companies, in line with our School's mission to lead from Asia, and for students to become competent Asian strategists.

Pedagogy and Course Format

It is my belief that understanding both practice and theory, and acquiring the skill to apply one to the other, should be the core of this course. I follow a multi-stage approach to learning: 1.) remembering and understanding of concepts and frameworks; 2.) application of theory in practice; 3.) using lessons from application and practice to analyze, evaluate and reflect on theory and frameworks; 4.) generate original ideas and concepts and move beyond current frameworks. As such, I follow Bloom's revised taxonomy of learning (Figure 1), and aim at achieving higher-order thinking levels, in line with the NUS standards for level 3000 courses.



Figure 1: Bloom's taxonomy of learning

To achieve this I apply a mix of pedagogical tools. Readings and cases first need to be prepared before coming to class (remembering and understanding). Classes will not be used to review readings, but rather to give examples, apply concepts to analyze actual situations or cases, and for guest speakers. Students will be able to go beyond existing frameworks in collaborative learning assignments and class discussions, and in dialogue sessions with speakers.

- *Readings:* Students should come prepared by reading required materials in advance.
- *Classes:* Active participation is a condition for the success of the course.
- *Case discussion:* I apply a 3-stage approach to learning with cases: 1. students thoroughly prepare the case at home; 2. in class students discuss their analysis in a small group; 3. there is a plenary discussion in class. This will allow students to compare and share ideas and learn from each other. Learning comes not only from understanding new concepts and applying analytical skills. Debating with others will sharpen one's analytical skills and help communicate one's ideas clearly.
- *Guest speakers:* Considerable preparation time has gone into inviting several high-level executives in class. These guest speakers are typically highly appreciated as they give insights into real-life strategy issues in companies. However, given their busy schedules, last-minute changes are possible. Your understanding and flexibility is appreciated! Advance preparation by studying the company and asking questions will help to create a vibrant learning environment.
- *Feedback:* Regular feedback will be provided, as it is an important element of the learning process. Feel free during the semester to e-mail me or approach me if you have any questions on the topics discussed in class, your individual performance, or if you would like to give feedback on the course.

General Standards

- During class smartphones and other gadgets should be off and movement minimal.
- Please behave professionally, in particular when guest speakers are invited (punctual, prepared, appropriate dress).
- All course assignments will be automatically checked for plagiarism.
- All materials are available on IVLE, and all submissions should be through IVLE.

Course Overview



Preliminary Schedule (latest detailed version on IVLE)

#	Topic	Readings	Case	Date
1	Introduction to strategy	Barney, Ch1	Smit	Aug 11
2	External analysis	Meyer, Ch8	IOI	Aug 18
3	Internal analysis	Wheelen et al. Ch5	Sheng Siong	Aug 25
4	Business level strategy	Meyer Ch5	MPM	Sept 1
5	Innovation	Reverse Innovation	--	Sept 8
6	Corporate level strategy	Meyer Ch6	Rodamas	Sept 15
Recess week				
7	Global strategy	Bartlett Ch4	Philips & Matsushita	Sept 29
8	No class (Hari Raya Haji)	Meyer Ch7	Self-study	Oct 6
9	Corporate social responsibility		Multistrada (TBC)	Oct 13
10	Strategy implementation & change	Marcus Ch9	Bogota (film)	Oct 20
11	Project Presentations			Oct 27
12	Project Presentations & Wrap up			Nov 3
13	Final Test			Nov 10

Grading and Assignments

The final grade for this course will be computed based on the following:

Class participation & IVLE forum	30%
Take-home mid-term group assignment	10%
Group project & presentation	30%
Final in-class test (case analysis)	30%

- *Class participation & IVLE forum.* Grades will be based on the quality and quantity of participation, but the focus will be on quality. 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 and at the IVLE forum.

- *Take-home mid-term group assignment*: this assignment requires application of ideas or models covered in class, and the ability to go beyond these when applying them.
- *Group project*. Real life problems are never neatly summarized and presented in the form of a case. Strategy problems are messy and the way you research them is important in solving these “messes”. The group project provides an opportunity to research a company or organization, apply your consultancy skills, and make a strategic plan for the CEO.
- *Final test*. The final test will consist of a case with a small number of questions. The test is open book, preferably done on your laptop and uploaded on IVLE. It requires deep understanding of strategy and extensive practice in the application of theory to a business situation. The best preparation is active class participation.

Literature

This course strives to be “paper-less” where possible. Readings and cases have been placed in IVLE. There is no need to purchase a textbook. Below is a list of books we will draw from during this course:

- De Wit, Bob, and Ron Meyer (2010), *Strategy - Process, Content, Context: An International Perspective*, fourth edition, London: Thomson Learning.
- Bartlett, C., Ghoshal, S. and Beamish, P. (2008). *Transnational Management*, McGraw Hill, 5e.
- Barney, J.B. and Hesterly, W.S. (2010) *Strategic Management and Competitive Advantage*, third edition. Prentice Hall.
- Marcus, A.A. (2011). *Management Strategy*, McGraw Hill, second edition.
- Wheelen, T.L., Hunger, J.D., Hoffman, A.N. & Bamford, C.E. (2015), *Concepts in Strategic Management and Business Policy*. Pearson, 14th edition