

**BSP3001: Strategic Management; Academic Year 2014-2015 Semester 1**

NUS Business School, Department of Strategy and Policy

**Instructor**

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**Description**

This unit is designed for final year business students. The course covers the fundamentals of strategic management using the case analysis approach. It includes environmental scanning, strategy formulation and implementation as well as evaluation and control. Topics to be covered in the course include:

- Introduction to Strategic Management
- External Environment
- Internal Environment
- Business-Level Strategy
- Corporate-Level Strategy
- Governance & Ethics

**The objectives of the module are for the students:**

1. To master basic concepts of strategic management
2. To understand how strategic management is applied in helping companies to:
  - turn around
  - achieve competitive advantage, or
  - achieve superior corporate performance
3. To develop competence in analyzing and discussing strategic management issues in various industries, using the case method.
4. To research and present strategic management issues of a chosen company or industry.

## **BSP3001\_Strategic Management\_ Isabel Sim**

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### **Teaching and Learning**

The teaching and learning of this unit focus on applying theories to real-world examples. Lecture is limited as case method approach is adopted. The seminars are designed for students to carry out interactive discussions of readings and business cases, facilitated by the instructor.

The quality of the class discussions is dependent on students' participation. Hence, students' preparation for each class is critical. Students are required to prepare for class by reading assigned case, textbook chapters and selected readings. Every student is expected to participate in class discussion.

Students are encouraged to engage in peer-to-peer learning within and outside of class through informal group interactions. The class will be organized into teams for their group's case presentation as well as group project.

**A detailed week-by-week schedule of topics, including assigned readings and cases, in line with the school time-table, will be provided in week 1.**

### **Suggested Readings**

Strategic Management: Concepts and Cases Global Edition, 14/E ©2013 • Pearson Higher Education

Fred David

ISBN-10: 0273767488 • ISBN-13: 9780273767480

Exploring Strategy Text & Cases, 10/E ©2014 • Pearson

Gerry Johnson, *Lancaster University School of Management*

Richard Whittington, *Saïd Business School, University of Oxford*

Kevan Scholes, *Sheffield Hallam University*

Duncan Angwin, *Oxford Brookes University*

Patrick Regnér, *Stockholm School of Economics*

ISBN-10: 1292002549 • ISBN-13: 9781292002545

Supplemented readings and relevant materials will be made available on IVLE.

**Assessment**

The module assessment scheme is as follows:

<b>Components</b>	<b>Type</b>	<b>Weight</b>
1. Class Participation	Individual	20%
2. Case Synopsis	Individual	10%
3. Case Based Assessment	Individual	20%
4. Case Presentation and Facilitation	Group	20%
5. Group Project	Group	30%

**Assessment 1: Class Participation (Individual) 20%**

This component comprises participation during class, including case discussions and project presentations. General etiquette such as attendance, punctuality as well as refraining from using communications and computer devices in class will be considered. Sharing of relevant and insightful materials are encouraged.

In evaluating class participation, the overarching criterion is “how significantly does this student’s participation contribute to the collective learning experience?” Specifically, participation in each class is rated on a 5 points scale:

1. The student does not participate in class discussion
2. The student participates, but only gives irrelevant comments
3. The student makes at least occasional contributions to class discussion
4. The student gives at least one insightful comment
5. The student is a key contributor to collective learning.

**Assessment 2: Case Synopsis (Individual) 10%**

Two-page Case Synopsis (10%). Each student will write a case synopsis and upload it to the IVLE at least one day before the chosen case is to be discussed in the class. Students are required to print the 2-page case synopsis and submit in class. The main texts should not exceed two pages in length, and if necessary, one additional page is allowed for the inclusion of figures, tables, and references.

Criteria for evaluating the case reports include:

- A. The student effectively applies the concepts covered in the corresponding reading assignments to address the case scenario.
- B. The student presents a set of coherent, logically consistent arguments that together contribute to a clear take-away message.
- C. The student is able to support the presented argument with adequate (direct or circumstantial) evidence and intelligence.

**Assessment 3: Case-based Assessment (Individual) 20%**

In Week 10, a case-based assessment will be conducted to evaluate each student's ability to analyze a case scenario and apply the concepts learned in this module to come up with meaningful recommendations. Details on this test will be provided closer to the date.

**Assessment 4: Case Presentation & Facilitation (Group) 20%**

This component includes the analysis and discussion of the assigned cases. The group's presentation and facilitation need to:

- Identify the relevant strategic issues in the case
- Apply of concepts/theories to the case
- Update on the latest developments or current events on the company or industry.

Each team is required to:

- Make a brief presentation and facilitate a class discussion.
- Design some questions or related activities to engage the class.
- Submit the slides or other materials used.

The emphasis is on facilitating class discussions. Teams are required to work strictly within the time allocated.

**Assessment 5: Group Project (Group) 30%**

Student teams will act industry analysts and perform a strategic study of any one of the following:

- (1) A global company operating in Asia or locally;
- (2) An Asian or local company;
- (3) An Asian or local industry.

The team needs to identify the critical strategic issues and propose recommendations. The company or industry chosen for the project should be unique (i.e. no 2 groups with the company or industry). Each team is required to:

- Facilitate a 30 minutes presentation cum class discussion
- Submit presentation slides or materials used for discussion.