

NATIONAL UNIVERSITY OF SINGAPORE
School of Business
Department of Strategy and Policy

Academic Year 2015-2016
Semester 1
BSP3001: Strategic Management

INSTRUCTOR

Dr Chong Chee Leong

Office: BIZ2 03-36

Tel:

Email: bizcl@nus.edu.sg

DESCRIPTION

This course focuses on strategic management principles and concepts involving strategy, formulation, implementation, evaluation, and organization analysis. Through the use of case analysis and strategic management principles, organization issues are examined and discussed.

Students will gain an integrated concept of strategic management by relating the principles and problems in the various “functional” business areas, and apply critical business skills to formulate, implement, analyze and evaluate strategic business activities. Students will benefit by gaining an appreciation and understanding of the relationship between management theory and practice as well as how this is influenced by the nature of the organization. Throughout the course, students will be challenged to apply strategic management principles to organization problems and to think about and analyze the reasons for an organization’s success and failure.

OBJECTIVES

Specifically, the objectives of the module are to enable students to:

- Appreciate the development of the strategic management discipline and the various frameworks and concepts
- Understand the basic model of strategic management and how to use a strategic audit approach to evaluate a company.
- Analyze the roles and responsibilities of the board of directors in corporate governance, and the relationship between social responsibility and corporate performance.
- Evaluate the key elements of the internal and external environment, generate business strategies, and identify various corporate strategy options.
- Analyze the key components required to successfully implement a strategic plan.
- Analyze the strategic issues involved with managing technology, information systems, and innovation in support of technical operations.
- Analyze the strategic issues involved in entrepreneurial ventures and small businesses.
- Analyze the strategic issues involved in not-for-profit organizations.

COURSE MATERIALS

a) *Readings*

Wheelen, Thomas L.; Hunger, J. David; Hoffman, Alan N. & Bamford, Chuck. (2014) **Strategic Management and Business Policy: Globalization, Innovation and Sustainability**. Prentice-Hall, (14th Edition). ISN-13: 978-0133126143.

Brown, Shona, L. & Eisenhardt, Kathleen M. (1997) **The Art of Continuous Change: Linking Complexity Theory and Time-Paced Evolution in Relentlessly Shifting Organizations**. Administrative Science Quarterly, Vol. 42, No. 1 (Mar., 1997), pp. 1-34

b) *Cases*

Wiboon Kittilaksanawong and Gary Gillet (2015) **Nintendo Wii U: Lessons Learned for New Strategic Directions**. Harvard Business School. PRODUCT #: W14682-PDF-ENG

Robert A. Burgelman and Debra Schifrin (2015) **Intel's Mobile Strategy in 2015 and Beyond**. Harvard Business School. PRODUCT #: SM236-PDF-ENG

SUGGESTED SUPPLEMENTAL MATERIALS

There are a number of sources for help with the course concepts and processes, but this list is not exhaustive.

Books

- a) Mintzberg. **The Strategy Process**. (4th ed.) Pearson Education, Inc. ISBN: 0-13-047913
- b) Steiner, George A. (1979). **Strategic Planning: What Every Manager Must Know**. Free Press.
- c) Porter, Michael E. (1998). **Competitive Strategy: Techniques For Analyzing Industries and Competitor**. Free Press.

Periodicals

- Strategic Management Journal
- Wall Street Journal
- New York Times
- Fortune
- Forbes
- Business Week
- Harvard Business Review
- California business Review

ASSESSMENT

The module assessment scheme is below.

Component	Percentage
Participation (Individual)	10
Class Facilitation (Group)	20
Individual Assignment	30
Strategic Audit Research Paper (Group)	40
Total	100

Participation

Discussion is an integral part of learning in this course. Students are expected to participate in classroom or online discussions. Discussions should reflect the students' critical thinking skills, and should utilize information from the textbook, plus other relevant articles. General professional etiquette such as attendance and punctuality will be considered too.

Class Facilitation

Students are expected to work in assigned teams to make a brief presentation of the materials for that session, highlighting the salient points and their relevance to the organization. They will then analyze an assigned case and facilitate a class discussion to emphasize the salient points of the case and how the course materials covered can be used to provide solutions.

Assignment

There will be an individual assignment to be done in class. Students will be choose one of two cases provided and expected to use relevant materials from what is covered in class for the case analysis.

Strategic Audit

Each team will comprise a minimum of 4 students. Each team is required to conduct a strategic audit of one company. When selecting a company to analyze, be sure that there is sufficient information available. In addition, if the team picks a company with a relatively narrow focus, it is easier to determine what business they are in, and who their competitors are.

Five assignments during the course will draw on different parts of the audit exercise. In other words, the total audit is done in pieces, rather than waiting to do everything at the end of the course. This should make the entire process much easier.

The final strategic audit report must be prepared using APA 6 standards and format. The strategic audit report is due in Week 12. There will also be a presentation on Week 12.

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 doubts, you should consult your instructor.

Additional guidance is available at:

<http://www.nus.edu.sg/registrar/adminpolicy/acceptance.html#NUSCodeofStudentConduct>

Online Module on Plagiarism:

<http://emodule.nus.edu.sg/ac/>

COURSE SCHEDULE

Week	Topics	Activities
1	Overview of Course. Evolution of Strategic Management and Basic Concepts of Strategy	1.1 Read Chapter 1 1.2 Course Expectations and Learning Outcomes 1.3 Discussion Strategic Management. What do you think are the recent trends? Why?
2	Corporate Governance and Social Responsibility	2.1 Read Chapters 2 and 3 2.2 Discussion Wall Street movie Other People's Money movie Honestly competitive. Do you think you can stay competitive in business, get acceptable bottom-line results, and still operate in an honest and ethical manner? Why, or why not?
3	Environmental Scanning (<i>Environmental Scanning & Industry Analysis</i>)	3.1 Read Chapter 4 3.2 Experiential Exercise 3.3 Discussion Market Share. The Global Smartphone Market
4	Environmental Scanning (<i>Internal Scanning & Organizational Analysis</i>)	4.1 Read Chapter 5 4.2 Formation of Teams and Company Selection of Companies for Strategic Audit 4.3 Discussion "An organization's got to know its limitations." What does this mean? How does it apply to strategic management issues?

		Globalization. Read the globalization statements posted by companies. Do you think it is more positive or negative? Why?
5	Strategy Formulation (<i>Situation Analysis & Business Strategy</i>)	5.1 Read Chapter 6 5.2 Submit Strategic Audit Part 1: Current Situation & Corporate Governance 5.3 Discussion Hobson’s Choice, False Dilemma, Morton’s Fork, Buridan’s Ass, Mumpsimus, and Pareto’s Principle
6	Strategy Formulation (<i>Corporate Strategy, Functional Strategy & Strategic Choice</i>)	6.1 Read Chapters 7, and 8 6.2 Submit Strategic Audit Part 2: External Environment (EFAS) 6.3 Discussion Tesla’s Gambit: Aligning IP Strategy with Business Strategy
7	Strategy Implementation (<i>Organizing for Action</i>)	7.1 Read Chapter 9 7.2 Submit Strategic Audit Part 3: Internal Environment (IFAS) 7.3 Discussion Strategy and Structure. Strategic Alliances
8	Strategy Implementation (<i>Staffing & Directing , Evaluation & Control</i>)	8.1 Read Chapters 10, and 11 8.2 Discussion Corporate failures. What causes failure? How can the risk be minimized? Population demographics. Read the statements on population demographics posted by your fellow class members. Based on these statements, plus any additional research you may have done, how do you feel about the implications of changing population demographics? Why?
9	Strategy and Technology	9.1 Read Web Chapter A 9.2 Submit Strategic Audit Part 4: Analysis of Strategic Factors (SWOT) & Strategic Alternatives and Recommended Strategy 9.3 Discussion Disruptive technology. What is a disruptive technology (cite examples)? Which industries are most likely to be victims of disruptive technology in the next few years? What is the relationship between innovation and disruptive technologies?
10	Strategy and Entrepreneurship	10.1 Read Web Chapter B 10.2 Submit Strategic Audit Part 5: Implementation & Evaluation and Control 10.2 Discussion Entrepreneurs. What is the difference between an entrepreneur and a professional manager? Someone once said that most entrepreneurs start out as small business owners, but not all small business owners are really entrepreneurs. What do you think this means? What might be the difference between a small business owner and an entrepreneur?
11	Strategy and Not-for Profit Organizations	11.1 Read Web Chapter C 11.2 Read: Drucker’s Contributions to Nonprofit Management 11.3 Discussion

		<p>Profits. What are profits? Why are they important to any organization? What about not-for-profit organizations?</p> <p>Strategic Audits. What you have learned in the process of doing a strategic audit?</p>
12	Review & Group Presentation of Strategic Audit Report	<p>12.1 Submission of Consolidated Strategic Audit Report</p> <p>12.2 Course Review</p> <p>12.3 Peer Assessment of Strategic Audit Reports</p>
13	Individual Assignment	To be done in class