

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

Academic Year 2015-2016
Semester 1

BSP3001: Strategic Management

Instructor

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Description

This is a capstone course for undergraduate business education. It provides an integrative preparatory foundation for students to enter and progress in the workplace across a variety of organizations. It draws on critical concepts, frameworks and methods for effective strategic decision making.

The approach of the module is a blending of theories and applications. It nurtures students to be able to formulate and implement strategies at various hierarchical levels, while amalgamating different functions as well as contexts of the corporation. The module is rooted in modern strategic thought and contemporary state-of-the-art practices. It is deliberately analytical as well as experiential. Case studies, role playing exercises, issue discussions and controversy debates will be intensely used.

Aim and Objectives

The module aims to furnish a deep understanding of the theory and practice of strategic management, with a focus on the Asia setting. In particular, the emphasis is on the determinants of firm performance and drivers of organizational success in the global business world.

The objectives of the module are for the students:

1. To gain an insightful appreciation of the changing field of strategic management.
2. To acquire perspectives in the substantive domains of the strategic management, particularly in the requisite theories and applications.

3. To demonstrate competence in analyzing, presenting and discussing strategic management cases in a classroom setting.
4. To have an opportunity for applying strategic management through a group project of a real-life company or industry.
5. To nurture a life-long habit of keeping up with contemporary events and issues in strategic management.

Readings

A bundled set of learning resources will be used as follows:

- Harrison J.S. & St. John C.H., *Foundations in Strategic Management*, South-Western Cengage Learning, 2014 (6th edition)
- Loh, L. (compiler), *Strategic Management Cases*, Cengage Learning Asia, 2015

The module will be supplemented by cutting-edge and news-breaking materials from print and video media.

Scope

Illustrative topics covered are as follows:

- Prelude to Strategic Management
- Case Method
- External Environment
- Internal Environment
- Business-Level Strategy
- Corporate-Level Strategy
- Structures and Functions
- Controls and Restructuring
- Governance and Social Responsibility
- Scenario Planning
- Synthesis of Strategic Management

The sessions will incorporate case study facilitations and discussions. Cases used will capture iconic industries and companies. They also reflect critical strategic management themes pertaining to the key business regions of the world, particularly Asia.

A detailed week-by-week schedule of topics, including assigned readings and cases, is provided separately for the respective sectional groups in line with the school time-table.

Organization

While the basis for actual learning is individual in nature facilitated by the instructor, 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 which will each facilitate a case discussion as well as submit and present a project. The university online platform (IVLE) will also be used intensively to enrich learning as well as for class administration.

Assessment

The module assessment scheme is as follows:

Component	Weight
Participation	20%
Case Presentation and Facilitation	15%
Assignment	10%
Case Analysis	20%
Team Project	35%
Total	100%

Participation (Individual)

This component comprises participation during class, including case discussions and project presentations. General professional etiquette such as attendance and punctuality will be considered too. Participation may also be online such as through active contribution to the discussion forum as well as sharing of relevant and insightful materials.

Case Presentation and Facilitation (Group)*

This component includes the analysis and discussion of the assigned cases. It will consist of two types of presentation and facilitation as follows: (1) topical applications, and (2) dynamic extensions. For each case, one team will do the first type – topical application. It will draw from the concepts in the session's topic and apply them to the case. Another team will do the second type – dynamic extension. It will scan for some latest developments or current events to illustrate relevant strategic issues pertaining to the company or industry in the case. Every team will make a brief presentation and facilitate a class discussion. It will be good if each team can design some questions or related activities to engage the class. The emphasis will be on two-way interaction rather than one-way monologue. Teams are urged to be creative and work strictly within the time allocated. All teams are required to submit the slides or other materials used.

* The types of presentation and facilitation to be allocated to groups will be dependent on actual class size. The arrangements will be finalized at the start of the semester.

Assignment (Individual)

Students are required to submit a homework assignment to be given by the instructor in the middle of the semester. This may be based on current business affairs and will entail individual written submissions.

Case Analysis (Individual)

Students will be given a case study and each will submit a written analysis based on assigned questions. This is a “take-home” exercise and will be due towards the end of the semester. Further details will be provided.

Team Project (Group)

Student teams will play the role as management consultants or 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. This study should lay out the critical issues and propose recommendations or generate projections. Student teams are encouraged to select an interesting company or industry for the project. They may discuss with the instructor on possible project ideas, if necessary. Each team is expected to make a short presentation in class, including leading a discussion, within an allocated time frame. While a full written report is not required, presentation slides or materials used should be submitted. More information on the requirements will be furnished separately.

After-Thought on Strategy



“...I can't change the direction of the wind, but I can adjust my sails to always reach my destination....”

Jimmy Dean

(American country music singer, television host, actor, and businessman. Founder of Jimmy Dean Food Co., famous for its Jimmy Dean sausages; the company's success led to its acquisition by Consolidated Foods, later renamed Sara Lee Corp.)



Reflection: Do you agree with the quotation by Jimmy Dean? Why?

(Version: 1 July 2015)

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/>