

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

**Academic Year 2014-2015**  
**Semester 2**  
***BSP3001: Strategic Management***

**INSTRUCTOR**

Dr Chong Chee Leong

Office: BIZ2 #3-26

Tel:

Email: bizccl@nus.edu.sg

**DESCRIPTION**

Strategic management principles and concepts involving strategy, formulation, implementation, evaluation, and organization analysis are the focus for this course. Through the use of case analysis and strategic management principles, organization issues are examined, discussed and solved.

This course gives the students an integrated concept of management by relating the principles and problems in the various “functional” business areas, and guides them to develop 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 the success and failure of an organization.

**OBJECTIVES**

The objectives of the module are to enable students to be able 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, (14<sup>th</sup> Edition). ISN-13: 978-0133126143.

Kaplan, Sarah & Orlikowski, Wanda J. (2014) **Beyond Forecasting: Creating New Strategic Narratives**. MIT Sloan Management Review.

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**

Alcacer, Juan; Agrawal, Abhishek & Vaish, Harshit (2013) **Walmart Around the World**. Harvard Business School.

Chatterjee, Sayan; Streiff, Alison & O'Keefe, Sarah. (2012) **Groupon**. Ivey Publishing

## **SUGGESTED SUPPLEMENTAL MATERIALS**

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

### **Books**

- Mintzberg. **The Strategy Process**. (4<sup>th</sup> ed.) Pearson Education, Inc. ISBN: 0-13-047913
- Steiner, George A. (1979). **Strategic Planning: What Every Manager Must Know**. Free Press.
- Schwartz, Peter. (1991) **The Art Of The Long View: Planning For The Future In An Uncertain World**. ISBN: 0-385-26732-0. Bantam-Doubleday-Dell.
- Porter, Michael E. (1998). **Competitive Strategy: Techniques For Analyzing Industries and Competitor**. Free Press.
- Bryson, John M. (1995). **Strategic Planning For Public And Nonprofit Organizations: A Guide To Strengthening And Sustaining Organizational Achievement**. Jossey-Bass. ISBN: 0-7879-0141-5.

### **Periodicals**

- Strategic Management Journal

- International Journal of Strategic Management
- 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
Case Presentation and Facilitation (Team)	15
Assignments (Individual)	20
Strategic Audit Research Paper (Team)	35
Final Exam (Individual Case Analysis)	20
Total	100

### Participation

Discussion is an integral part of learning in this course. Students are encouraged and expected to participate in classroom or online discussions, including during case discussions and project presentations. Discussions should reflect the students' critical thinking skills, and should utilize information from the textbook, plus other relevant articles. Critical thinking requires logical thought based on facts and evidence, evaluating information objectively, examining underlying assumptions, and exercising balanced judgment. How do you know? Who says so? General professional etiquette such as attendance and punctuality will be considered too.

### Case Presentation and Facilitation

Cases will be assigned to student teams to analyze, make a brief presentation and facilitate a class discussion to emphasize the salient points of the case and how the course materials can be used to provide solutions. Each student is expected to bring a unique set of observations and experiences that adds to the richness of the class. A rubric and guidelines will be provided.

### Assignments

Throughout the course there will be two individual assignments. For the first assignment, students will be responsible for preparing a written critique of a selected topic from the readings. For the second assignment, students will be given one of the submitted critiques and expected to provide a constructive critique using relevant materials from what is covered in

class.

### **Strategic Audit**

Each team will comprise between 3 to 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 (do this early, during Week 1). 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. Each team will also submit brief progress reports (1 page) on their progress toward completing the Strategic Audit Report. In these reports, the team will explain what they did that week, what problems they encountered, how they plan to resolve them, and what they plan to do the following week. These five reports are worth 5 marks each.

The final strategic audit report must be prepared using APA 6 standards and format. The strategic audit report is due in Week 12, and must be turned in before you will be allowed to take the final examination.

### **Final Exam (Individual Case Analysis)**

Students will be given a case study and each will submit a written analysis based on assigned questions. This is an “in-class” exercise and will be held during Week 13. Further details will be provided.

## **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 Select Company for Strategic Audit 1.3 Discussion <b>Outsourcing.</b> What do you think about the recent trends in outsourcing? Why? <b>Mission statements.</b> Locate three different mission statements on the Internet. Analyze and compare the three mission statements, using <u>Campbell's ten questions</u> . (Which one is best? Why?)
2	Corporate Governance and Social Responsibility	2.1 Read Chapters 2 and 3 2.2 Discussion <b>Wall Street</b> movie <b>Other People's Money</b> movie <b>Honestly competitive.</b> 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 &amp; Industry Analysis</i> )	3.1 Read Chapter 4 3.2 Prepare an EFAS table for your selected company 3.3 Discussion <b>Market Share.</b> The Global Smartphone Market
4	Environmental Scanning ( <i>Internal Scanning &amp; Organizational Analysis</i> )	4.1 Read Chapter 5 4.2 Prepare an IFAS table for your selected company 4.3 Discussion "An organization's got to know its limitations." What does this mean? How does it apply to strategic management issues? <b>Globalization.</b> Read the globalization statements posted by companies. Do you think it is more positive or negative? Why?
5	Strategy Formulation ( <i>Situation Analysis &amp; Business Strategy</i> )	5.1 Read Chapter 6 5.2 Read Unintended Consequences article 5.3 Prepare SFAS Matrix and TOWS Matrix 5.4 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 &amp; Strategic Choice</i> )	6.1 Read Chapters 7, and 8 6.2 Read article, Peter Drucker: Chronicler of Social Change 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 Read: Causes of Failure 7.3 Read: Finding the Cause of Corporate Failure 7.4 Discussion <b>Strategy and Structure.</b> <b>Strategic Alliances</b>

8	Strategy Implementation (Staffing & Directing , Evaluation & Control)	8.1 Read Chapters 10, and 11 8.2 Read: Deterioration of Cost Index 8.3 Discussion <b>Corporate failures.</b> What causes failure? How can the risk be minimized? <b>Population demographics.</b> 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 Discussion <b>Disruptive technology.</b> 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 Discussion <b>Entrepreneurs.</b> 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 <b>Profits.</b> What are profits? Why are they important to any organization? What about not-for-profit organizations? <b>Strategic Audits.</b> What you have learned in the process of doing a strategic audit?
12	Course Review and Group Presentation	
13	Final Exam	