

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

**Academic Year 2015-2016**  
**Semester 2**  
***BSP3001: Strategic Management***

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**DESCRIPTION**

This capstone course gives an overview of strategic management and demonstrates how the key concepts can be applied to examine organizational issues. Students will gain an integrated concept of management by relating strategic management to the principles and problems in the various “functional” business areas, and then develop and apply critical 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 and the industry.

Learning experiences in this course are used to support the learning objectives listed below. The experiential learning tools include case study, projects, lecture, interactions, and presentations. The expectation is that students will come to the class having read the materials and be prepared to participate actively in the activities as well as seek clarifications.

**OBJECTIVES**

The objectives of the module are to enable students to be able to:

- 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 in entrepreneurial ventures and not-for-profit organizations.

**COURSE MATERIALS**

- a) Recommended Text Book*

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.

**b) Cases**

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

Wiboon Kittilaksanawong and Gary Gillet (2015). **Nintendo Wii U: Lessons Learned for New Strategic Directions**. Harvard Business School.

Robert A. Burgelman and Debra Schifrin (2015). **Intel's Mobile Strategy in 2015 and Beyond**. Harvard Business School.

Yi Rong Loh, Ye Jun Lee, and Marleen Dieleman (2014). **Sheng Siong Supermarket: Building and Sustaining Competitive Advantage**. Harvard Business School

Siew-Kien Sia, Christina Soh, Peter Weill, and Yvonne Chong (2015). **Rewiring the Enterprise for Digital Innovation: The Case of DBS Bank**. Harvard Business School.

S. Viswanathan and D.G. Allampalli (2014). **SMRT Trains – Managing Operations and Service Quality**. Harvard Business School

**SUGGESTED SUPPLEMENTAL MATERIALS**

**Classics**

- a) Mintzberg. **The Strategy Process**. (4<sup>th</sup> ed.) Pearson Education, Inc. ISBN: 0-13-047913
- b) Porter, Michael E. (1998). **Competitive Strategy: Techniques For Analyzing Industries and Competitor**. Free Press.

**Periodicals**

- Strategic Management Journal
- Fortune
- Forbes
- Business Week
- Harvard Business Review
- Sloan Management Review

## ASSESSMENT

The module assessment scheme is below.

Component	Percentage
Participation (Individual)	10
Case Analysis and Discussion Facilitation (Team)	30
Written Assignment (Individual)	30
Strategic Audit Project (Team)	30
Total	100

### Participation

Discussion is an integral part of learning in this course. Students are encouraged and expected to participate in classroom 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. General professional etiquette such as attendance and punctuality will be considered too.

### Case Analysis and Discussion 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. The student team is also expected to submit a written report on their case analysis. A rubric and guidelines will be provided at the start of the course.

### Individual Assignment

There will be an individual assignment to be done in class and will cover the materials covered in class. More information will be provided at the start of the course.

### Strategic Audit

Each team will comprise a minimum of 4 students. Each team is required to conduct a strategic audit of one company from a list provided during the start of the course.

There will be four submissions based on different parts of the audit. 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 a prescribed format, which will be given out, at the start of the course. The strategic audit report is due in Week 12, and must be turned in before you do the presentation in Week 13.

### **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>

### **COURSE SCHEDULE**

Week	Topics	Readings	Activities
1	Introduction to Strategy	<ul style="list-style-type: none"> <li>Chapter 1</li> </ul>	<ul style="list-style-type: none"> <li>Simulation Game</li> <li>Introduction to Case Analysis</li> </ul>
2	Industrial Analysis	<ul style="list-style-type: none"> <li>Read Chapter 4</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Audit Briefing</li> </ul>
3	Resources and Capabilities I	<ul style="list-style-type: none"> <li>Read Chapter 5</li> </ul>	<ul style="list-style-type: none"> <li>Guest Speaker</li> </ul>
4	Resources and Capabilities II	Read Assigned Articles Barney's <i>"Firm Resources and Sustained Competitive Advantage"</i> Smith's <i>"Aligning Competencies, Capabilities and Resources"</i>	<ul style="list-style-type: none"> <li><b>The Pixar Story</b> movie</li> </ul>
5	Business Strategy	<ul style="list-style-type: none"> <li>Read Chapter 6</li> </ul>	<ul style="list-style-type: none"> <li>BizMAP Business Strategy Simulation                (<a href="http://www.mbacrystalball.com/business-strategy-game">http://www.mbacrystalball.com/business-strategy-game</a>)</li> </ul>
6	Corporate Strategy I	<ul style="list-style-type: none"> <li>Read Chapter 7</li> </ul>	<ul style="list-style-type: none"> <li><b>Jack Ma's Interview at IMF</b> video</li> </ul>
7	Corporate Strategy II	<ul style="list-style-type: none"> <li>Read Chapter 8</li> </ul>	<ul style="list-style-type: none"> <li>Guest Speaker</li> </ul>
8	Strategy Implementation	<ul style="list-style-type: none"> <li>Read Chapter 9</li> </ul>	<ul style="list-style-type: none"> <li>Experiential Exercise based on Argyris' <i>"Strategy Implementation: An Experience in Learning"</i></li> </ul>
9	Strategy Implementation and Evaluation	<ul style="list-style-type: none"> <li>Read Chapters 10, and 11</li> </ul>	<ul style="list-style-type: none"> <li>Same as Week 8</li> </ul>
10	Strategic Renewal and Change	<ul style="list-style-type: none"> <li>Read Assigned Articles</li> <li>Barr, Stimpert &amp; Huff's <i>"Cognitive Change, Strategic Action and Organizational Renewal"</i></li> <li>Binns, Harreld, O'Reilly &amp; Tushman's <i>"The Art of Strategic Renewal"</i> (SMR)</li> <li>Tushman, O'Reilly &amp; Harreld's <i>"Leading Strategic Renewal: Proactive Punctuated Change Through Innovation Streams and Disciplined Learning"</i></li> </ul>	<ul style="list-style-type: none"> <li><b>Deseret's Clark Gilbert: The Exit Interview</b> video</li> </ul>
11	Corporate Social Responsibility and Ethics	<ul style="list-style-type: none"> <li>Read Chapters 2 and 3</li> </ul>	<ul style="list-style-type: none"> <li><b>Wall Street</b> movie</li> <li><b>Other People's Money</b> movie</li> </ul>
12	Other Strategic Issues <ul style="list-style-type: none"> <li>Managing Technology and Innovation</li> <li>Managing Not-for-Profits</li> <li>Managing Entrepreneurial Start-Ups</li> </ul>	<ul style="list-style-type: none"> <li>Read Web Chapters A, B, C</li> </ul>	<ul style="list-style-type: none"> <li>Debate on the similarities and differences in strategic management of these types of organizations</li> </ul>
12	Q&A on Group Presentations	<ul style="list-style-type: none"> <li>Read Reports submitted by Teams</li> </ul>	<ul style="list-style-type: none"> <li>Watch Pre-recorded Presentation Video</li> </ul>
13	In-Class Individual Assignment		