

**NATIONAL UNIVERSITY OF SINGAPORE**  
**School of Business**  
**Department of Strategy and Policy**  
**Academic Year 2016-2017**  
**Semester 2**  
***BSP3001 - Strategic Management***

**INSTRUCTOR:**

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About the Course

**Course Description and Overview**

To be successful, an organization must identify and develop the resources as well as capabilities needed for both competitive and comparative advantages in traditional and emerging markets. The way in which these advantages are developed constitutes their strategy. This capstone course introduces the concept of strategic management through the use of readings, discussion and case analyses, and focuses on the direction and goals of an organization, the environment (social, political, technological, economic and global factors), industry and market structure, and organizational strengths and weaknesses. There is heavy emphasis on the development and successful implementation of strategy in different types of organizations across industries.

**Course Materials**

This course requires students to work continually throughout the semester and comprises much reading, writing, and discussion. The required textbook and supplemental materials are listed below.

***Required Textbook***

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). ISBN-13: 978-0133126143.

***Supplemental Materials***

- 1) Michael E. Porter, W.Chan Kim, and Renee Mauborgne, (2011). HBR's 10 Must Reads on Strategy. Harvard Business Review, Product #: 12601E-KND-ENG

- 2) Michael E. Porter. (1998). Competitive Strategy: Techniques For Analyzing Industries and Competitor. Free Press. Periodicals
- 3) Lawrence Freedman (2013). Strategy: A History. Oxford University Press (1<sup>st</sup> edition). ISBN-13: 978-0199325153

### **Course Assessment**

The final grade in this course will be based on the following.

20%	Class Participation (Individual)
30%	Strategic Analysis Assignment (Individual) To be done in class.
40%	Strategic Analysis Assignment (Group) Part I: External/Internal Analysis 15% Part II: Strategy Paper/Presentation 25%
10%	Group Member Evaluation

Please note that Part I of the group assignment is due on Week .7 and Part II is due on Week 12. The Team Member Evaluation is due on Week 12.

A student's grade will reflect the quality of work throughout the semester.

### **Class Participation**

This course covers a fair amount of content and much of the learning comes from in-class exercises and discussion. Therefore, students are expected to attend all class sessions, complete all assigned readings and come prepared to participate. Attendance will be taken and participation will be evaluated at each class session. Class participation will be graded based on relevance, conciseness, moving the discussion forward and contribution towards insight and understanding. Absence will result in a zero score for class participation for that session.

### **Strategic Analysis Assignment (Individual)**

There will be an individual assignment given in class during **Week 12**. It will cover the materials covered in class. More information will be provided at the start of the course.

## Strategic Analysis Assignment (Group)

This comprises two assignments that build to an analysis of an organization within an industry. The first assignment uses some of the strategic “tools” to create the foundation for understanding the organization and its environment, and how the organization competes. The second assignment builds on this first assignment to do a more detailed analysis of the firm and its environment for the final paper and presentation.

- 1) **External/Internal Analysis:** An analysis of the macro environment and industry structure in which the given organization competes, as well as an analysis of the resources, capabilities and activities. For this paper, students should use Porter’s Five Forces, as well as two (2) other tools that are helpful. Paper should not exceed 2000 words (please use 12-point Calibri font and 1” margins) plus exhibits, tables and figures. There is a penalty for exceeding the maximum word count. Due on **Friday of Week 7** before midnight.
- 2) **Strategy Paper/Presentation:** This paper/presentation must address the question: *“What would your group do to gain/maintain competitive advantage if all of you are the top management in this organization?”* Your answer must be supported by a strategic overview of the organization within its competitive environment including background on the industry and the competitive set, the roots and evolution of the organization’s success (e.g., their capabilities/competencies, business model, strategic decisions, etc.), how the organization has changed over time, new and emerging competitors, industry forces acting on the organization, outlook for the industry, and major opportunities and threats for the organization. The paper should not exceed 3000 words plus exhibits, tables and figures and there is a penalty for exceeding the maximum word count. Strategy Paper is due on **Friday of Week 12**. For class presentation, please submit no more than eight PowerPoint slides to guide discussion by **Friday of Week 11** before midnight. Presentation is **on Weeks 12 & 13**.

At the end of the Friday of Week 3, students will form groups of at least 5 members. Each group will be assigned an industry and an organization within that industry that they will work on.

The Strategy Paper/Presentation is the culmination of all of the learning in the class and must draw upon the readings, discussions, and previous assignments in the analysis. All sources must be properly cited.

## Group Member Evaluation

Every student must complete an evaluation on each group member. Evaluations must be completed by Friday of Week 13 and there is a penalty for non-submission.

## 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 Outline and Schedule

Week	Topics	Readings
1	Introduction/ Strategic Management	<ul style="list-style-type: none"><li>• Chapter 1</li><li>• Michael Porter, <i>"What is Strategy?"</i>, HBR, Nov-Dec 1996</li><li>• Rajiv Nag et. al., <i>"What is Strategic Management, Really?"</i></li><li>• William Eliet, <i>"How to Discuss A Case"</i></li></ul>
2	External Environment: Industrial Analysis	<ul style="list-style-type: none"><li>• Read Chapter 4</li><li>• Michael Porter, <i>"The Five Competitive Forces That Shape Strategy"</i>, HBR, Jan 2008</li><li>• SWOT Analysis: Looking Outside for Threats and Opportunities</li><li>• Case: The Volkswagen Emissions Scandal</li></ul>
3	External Environment:	<ul style="list-style-type: none"><li>• Robert L. Simons, <i>"Stress-Test Your Strategy"</i>, HBR, Nov 2010</li><li>• Richard Rumelt, <i>"The Perils of Bad Strategy"</i>, McKinsey Quarterly.</li><li>• <b>Grouping and Allocation of Companies for Assignment</b></li><li>• Case: Guam Visitors Bureau</li></ul>

4	Internal Environment: Resources and Capabilities	<ul style="list-style-type: none"> <li>• Read Chapter 5</li> <li>• Barney, <i>"Firm Resources and Sustained Competitive Advantage"</i></li> <li>• Smith, <i>"Aligning Competencies, Capabilities and Resources"</i></li> <li>• Cases: Intel 2015 &amp; DeBeers</li> </ul>
5	Business Strategy	<ul style="list-style-type: none"> <li>• Read Chapter 6</li> <li>▪ Review "Creating Competitive Advantage" - Session 2</li> <li>▪ Case: Sheng Siong Supermarket: Building and Sustaining Competitive Advantage.</li> </ul>
6	Corporate Strategy	<ul style="list-style-type: none"> <li>• Read Chapter 7, 8</li> <li>▪ Samhita Jayanti and Bharat N. Anand, <i>"Strategies of Unrelated Diversification."</i> HBS note</li> <li>▪ David Collis and Cynthia A Montgomery, <i>"Creating Corporate Advantage"</i>, Harvard Business Review, May-June 1998</li> <li>▪ Mikolaj Jan Piskorski, <i>"Choosing Corporate and Global Scope"</i>, HBS note</li> <li>▪ Case: Newell Co: Corporate Strategy (and spreadsheet supplement)</li> </ul>
7	International Strategy	<ul style="list-style-type: none"> <li>• Pankaj Ghemawat, <i>"Distance Still Matters: The Hard Reality of Global Expansion,"</i> Harvard Business Review, September 2001</li> <li>• <i>"Introduction to International Strategy,"</i> HBS module note</li> <li>• Cases: Wal-Mart Around the World, Pokémon-Go</li> </ul>
8	Strategy Implementation	<ul style="list-style-type: none"> <li>• Read Chapter 9</li> <li>▪ Cynthia A. Montgomery, <i>"How Strategists Lead"</i>, McKinsey Quarterly (<a href="https://www.mckinseyquarterly.com/How_strategists_lead_2993?srid=520">https://www.mckinseyquarterly.com/How_strategists_lead_2993?srid=520</a>)</li> <li>▪ Cynthia A. Montgomery, <i>"Putting Leadership Back Into Strategy"</i>, Harvard Business Review, January 2008</li> <li>▪ Walter Isaacson, <i>"The Real Leadership Lessons of Steve Jobs"</i>, Harvard Business Review, April 2012</li> <li>▪ Case: GE's Two-Decade Transformation: Jack Welch's Leadership</li> </ul>

9	Strategy Implementation and Evaluation	<ul style="list-style-type: none"> <li>• Read Chapters 10, and 11</li> <li>▪ Robert S. Kaplan and David P. Norton “<i>Strategic Management: An Emerging Profession</i>”, <i>Balanced Scorecard Report</i>, 2004</li> <li>▪ Case: Chadwick, Inc.: The Balanced Scorecard</li> </ul>
10	Strategic Renewal and Change	<ul style="list-style-type: none"> <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> <li>• Rita Gunther McGrath “<i>Transient Advantage</i>”, <i>Harvard Business Review</i>, October 2004</li> <li>• Case: Nintendo Wii U: Lessons Learned for New Strategic Directions.</li> </ul>
11	Corporate Social Responsibility and Ethics	<ul style="list-style-type: none"> <li>• Read Chapters 2 and 3</li> <li>▪ Michael Useem, “<i>How Well-Run Boards Make Decisions</i>”, <i>Harvard Business Review</i>, November 2006</li> <li>▪ David Nadler, “<i>Building Better Boards</i>”, <i>Harvard Business Review</i>, May 2004</li> <li>▪ Case: The Enron Collapse</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> <li>• Managing Disruptive Changes</li> </ul>	<ul style="list-style-type: none"> <li>• Read Web Chapters A, B, C</li> <li>▪ Clayton M. Christensen, Michael B. Horn, Louis Soares, and Louis Caldera, “<i>Disrupting College.</i>” (download from <a href="http://www.americanprogress.org/issues/labor/report/2011/02/08/9034/disrupting-college/">http://www.americanprogress.org/issues/labor/report/2011/02/08/9034/disrupting-college/</a>)</li> <li>▪ Case: Rewiring the Enterprise for Digital Innovation: The Case of DBS Bank.</li> </ul>
12	Strategic Analysis Assignment (Individual)/Strategic Presentation (Group)	
13	Strategy Presentation (Group)/ Wrap-Up	