

**GEM Trailblazer Summer Programme**  
**AB3601 Strategic Management**

<b>Academic Year</b>	:	AY2022-2023
<b>Session</b>	:	Summer 2023
<b>Course Code &amp; Title</b>	:	AB3601 Strategic Management
<b>Academic Units</b>	:	4 AUs
<b>Pre-requisite (if any)</b>	:	Marketing, Organisational Behaviour & Design
<b>Delivery mode</b>	:	Physical
<b>Taught by</b>	:	Dr YAN Li

**Brief Course Description**

The purpose of the Strategic Management Course is to develop students' knowledge and skills to identify and evaluate the sources of superior firm performance through applying selected conceptual frameworks. Students will learn to analyse the external and internal environments of a firm, and formulate and execute different types of strategies considering good corporate governance and sustainability. This course is appropriate for accounting and business students who have already taken entry-level courses in accounting ratio analyses, organisational behaviour, and marketing. Upon completion of the course, students will be able to critically analyse business issues from a strategic perspective, such as why and how firms can achieve sustainable competitive advantages in a highly volatile and competitive global business environment.

**1. Intended Learning Objectives (ILOS)**

1. Synthesise information to recognise external opportunities and threats to a firm (e.g., by identifying the effects of economic, regulatory, political and technological factors on changes in strategic activities and resource allocation, and explaining the roles of firms in various market or industrial structures)
2. Examine the internal strengths and weaknesses that impact a firm's competitive advantage.
3. Evaluate whether a firm's business-level, corporate-level (product diversification) and/or international (geographical diversification) strategies would lead to sustainable competitive advantages.
4. Discuss how the strategic management process could lead to a firm's competitive advantage.

## 2. Course Syllabus/Topics

Seminar	Topic	Lesson Outcomes	Seminar Activity
1	Introduction to Strategic Management (Chapter 1)	<u>ILO 1</u> <ul style="list-style-type: none"> <li>Identify the overall Strategic Management Framework</li> <li>Explain the difference between the Industrial-Organization and Resource-Based Perspectives</li> <li>Sustainability considerations in strategic management</li> </ul>	Introduction
2	External Environment Analyses (Chapter 2)	<u>ILO 1</u> <ul style="list-style-type: none"> <li>Distinguish and demonstrate how to apply selected analytical frameworks               <ol style="list-style-type: none"> <li>General environment analysis</li> <li>Porter's five forces model</li> </ol> </li> <li>Sustainability considerations in external analysis</li> </ul>	To be announced by instructor
3	Internal Environment Analyses (Chapter 3)	<u>ILO 2</u> <ol style="list-style-type: none"> <li>Identify core competencies through selected frameworks               <ol style="list-style-type: none"> <li>Value Chain analysis</li> <li>VRIN analysis</li> </ol> </li> <li>Sustainability considerations in internal analysis</li> </ol>	Where's the Beef?
4	Review of key frameworks and Strategic Audit scope guidelines	<u>ILOs 1 &amp; 2</u> Illustrate when and how to apply the different frameworks for analyses of strategic issues	To be announced by instructor
5	Business-level Strategy (Chapter 4)	<u>ILOs 1 - 3</u> <ul style="list-style-type: none"> <li>Explain Porter's generic strategies</li> <li>Explain factors (based on the external and internal environmental analyses) that impact the choice of business-level strategy</li> </ul>	To be announced by instructor
6	Corporate-level Strategy (Chapter 6)	<u>ILOs 1 - 3</u> <ul style="list-style-type: none"> <li>Categorise different types of corporate-level strategy (product diversification)</li> <li>Explain the motives for product diversification</li> <li>Demonstrate how to use a portfolio management tool</li> </ul>	REC Solar

Seminar	Topic	Learning Outcomes	Seminar Activity
7	International Strategy (Geographic diversification) (Chapter 8)	<u>ILOs 1 - 3</u> <ul style="list-style-type: none"> <li>• Categorise different types of international strategy (geographic diversification)</li> <li>• Explain the motives for geographic diversification</li> <li>• Identify the sources of national advantage</li> <li>• Identify different entry modes</li> </ul>	To be announced by instructor
8	Merger and Acquisition (Chapter 7)	<u>ILOs 1 - 3</u> <ul style="list-style-type: none"> <li>• Explain the motives and types of acquisition</li> <li>• Identify challenging issues during an acquisition process and potential remedies</li> <li>• Identify attributes for successful acquisitions</li> </ul>	Alibaba acquiring Lazada
9	Cooperative Strategy (Chapter 9)	<u>ILOs 1 - 3</u> <ul style="list-style-type: none"> <li>• Explain the motives and types of strategic alliances</li> <li>• Identify the competitive risks within strategic alliances and potential remedies</li> </ul>	To be announced by instructor
10	Corporate Governance (Chapter 10)	<u>ILOs 1 - 3</u> <ul style="list-style-type: none"> <li>• Define corporate governance</li> <li>• Explain the principal-agent relationship and agency issues</li> <li>• Explain how internal and external governance mechanisms mitigate agency problems</li> <li>• Sustainability considerations in corporate governance</li> </ul>	Volkswagen and Tata
11	Course Review	<u>ILOs 1 - 4</u> <ul style="list-style-type: none"> <li>• Review of course content and integration of frameworks</li> <li>• Q&amp;A on the application of frameworks in assignments and exam preparation</li> </ul>	To be announced by instructor
12	Strategic Audit Oral Presentation	<u>ILOs 1 - 4</u> <ul style="list-style-type: none"> <li>• Present research findings and analyses</li> </ul>	
13	Strategic Audit Oral Presentation	<u>ILOs 1 - 4</u> <ul style="list-style-type: none"> <li>• Present research findings and analyses</li> </ul>	

Instructors will provide case discussion questions and can change the order of the above schedule except for the scheduled recess week.

### 3. Learning Outcomes

Upon completion of the course, students will be able to analyse business issues from different strategic perspectives critically

1. External environment analyses
2. Internal environment analyses
3. Business strategy
4. Corporate strategy
5. International strategy
6. Acquisition
7. Cooperative strategy and sustainability

### 4. Course Assessments

Component	ILOs	Learning Goal	%	Team/ Individual	Assessment Rubrics
1. Strategic audit oral presentation	1 to 3	Problem-solving and Decision-making			Strategic Problem-solving and Decision-making – for group component
a) Overall group work			20	Group	Student Presentation Assessment – for individual component
b) Individual presentation			10	Individual	
2. Class participation	1 to 3	Class Participation	10	Individual	Class Participation
3. Critical thinking written assignment	1 to 3	Critical Thinking and Decision-Making	10	Individual	Critical Thinking and Decision-Making
4. Final written examination	1 to 3	Critical Thinking	50	Individual	N/A
<b>Total:</b>			<b>100</b>		

#### Strategic Audit Oral Presentation (Group/Individual)

The instructor will randomly assign students to study groups. Each group will have FIVE to Six members. Each student group will prepare a strategic audit of a public-listed organisation. This assignment aims to conduct a strategic audit to assess the quality of a firm's strategic management. Students must highlight any assumptions their team may have made to support their arguments. Consult the instructor on the choice and viability (scope and focus) of the organisation of which a study group is required to conduct the strategic audit.

In Session 10, study groups will present the findings of the Strategic Audit Project in class. Each presentation should NOT exceed 25 minutes with a 5 min Q&A session. All group members are required to participate and present in the oral presentation.

### Critical Thinking Written Assignment (Individual)

Each student is required to submit a Reflection Journal on one business case taught in the course. The page limit of this assignment is THREE pages (including tables, figures, or appendices, and excluding references and cover pages).

Submission Deadline: before the end of Session 8

### Formatting Requirements for all written assignments:

All written analyses will be double-spaced, with 1-inch margins on all four sides, and typed with Times New Roman or Arial font size 12.

### Final Written Examination (Individual)

The final examination is a case-based analysis, an open-book exam. The instructor will announce information relating to the Final Written Examination in due time. Students are permitted to use any hardcopy material in the examination hall. But students are not allowed to use any electronic device such as laptops, mobile phones, etc.

The duration of the Final Exam will be 2.5 hours.

## **5. References/Recommended Reading List**

Michael A. Hitt, Duane Ireland & Robert E. Hoskisson

Strategic Management: Competitiveness and Globalisation: Concepts and Cases, 13th Asian Edition. South-Western Cengage Learning.

ISBN-13: 9789814878173 (Physical textbook)

ISBN: 9781337680783 (eBook)

Students can also buy the physical textbook and eBook available at Booklink NTU bookshop or via Booklink e-store @ <https://www.blinks.com.sg/>.

This textbook is also available in the NTU Library.

## **6. Instructor Details**

Instructor	Office	Email
YAN Li		yan_li@ntu.edu.sg