



GLOBAL SUMMER PROGRAMME 2024

MGMT 102 STRATEGY

- Instructor Name: Whitney Zhang Wei
- Title: Senior Lecturer of Strategic Management
- Email: whitneyzhang@smu.edu.sg
- Office: LKCSB 5015



A. COURSE DESCRIPTION

This course introduces students to the theoretical concepts and analytical tools required for formulating and implementing appropriate strategies that affect the enduring success of the entire organization. Topics covered include external and internal environmental analyses, business-level strategies, corporate-level strategies, strategy process and implementation, and special topics such as competitive dynamics and competition in high tech industries. This course emphasizes the application of theory to a number of real world strategic issues. Students are encouraged to synthesize knowledge from other business courses into a comprehensive understanding of firms' competitive advantages.

B. LEARNING OBJECTIVES

By the end of this course, students will be able to:

- Demonstrate a comprehensive understanding of firms' competitive advantages.
- Apply analytical techniques for diagnosing strategy formulation, including industry structure, resources, and business/corporate strategies.
- Apply analytical techniques for diagnosing strategy implementation, including corporate governance, structure, and strategic leadership.
- Identify strategic issues and design appropriate courses of action with relevant knowledge on ethics, social responsibility and sustainability.

C. PRE-REQUISITES / REQUIREMENTS / MUTUALLY EXCLUSIVE COURSES (IF ANY)

Please note a background in Finance, Marketing, Operations Management or General Management is needed as a pre-requisite. Please submit related courses along with proof of completion for approval.

D. ASSESSMENT METHODS / GRADING DETAILS

Class Participation (individual):	20%
Class Discussion Notes (individual):	20%
Term Project (group):	30%
Final Exam (individual)	30%

E. ACADEMIC INTEGRITY

All acts of academic dishonesty (including, but not limited to, plagiarism, cheating, fabrication, facilitation of acts of academic dishonesty by others, unauthorized possession of exam questions, or tampering with the academic work of other students) are serious offences.

All work presented in class must be the student's own work. Any student caught violating this policy may result in the student receiving zero marks for the component assessment or a fail grade for the course. This policy applies to all works (whether oral or written) submitted for purposes of assessment.

Where in doubt, students are encouraged to consult the instructors of the course. Details on the SMU Code of Academic Integrity may be accessed at <http://www.smuscd.org/resources.html>.

F. ACCESSIBILITY

SMU strives to make learning experiences accessible for all. If students anticipate or experience physical or academic barriers due to disability, please let the instructor know immediately. Students are also welcomed to contact the university's disability services team if they have questions or concerns about academic provisions: included@smu.edu.sg.

Please be aware that the accessible tables in the seminar room should remain available for students who require them.

G. INSTRUCTIONAL METHODS AND EXPECTATIONS

Both individual and team activities will determine your grade in this course. Whereas Class Participation, Case Assignments, and Final Exam are individually graded, the Term Project is a team activity. All members in a team are accountable for the team assignment. At the end of the term, each member may evaluate the overall contributions of other members in his/her team. All members in a team will receive the same grade for team activities. Your peer evaluation score will be factored into your final individual grade for all team activities if a majority of your team members evaluate your contribution unfavorably.

Class Participation (20%)

This is primarily a case course, which means that most class sessions will involve the discussion of specific case situations about real organizations. Through analysis and discussion in class, you will learn to better understand the nature of firm strategy and the processes of formulating and implementing it. Lectures and assigned readings will provide the theoretical framework with which to read and evaluate the cases.

Therefore, it is critical that you prepare thoroughly prior to class. Read the case several times and think about how the concepts from the chapter or discussed in class can be applied. Make notes that you can refer to during class. Working with your team members or classmates is encouraged.

When you are in class, contribute ideas and analysis to the class discussion. At the same time listen carefully to your classmates and suggest supporting or alternative views. Given the complexities of the real world, there is no single right answer. What is more important is how you use strategic concepts and tools to analyze a situation.

Your class participation grade is determined based on the quality of your contributions and the quantity of your contributions. Attendance therefore is expected and absence, for whatever reason will reduce your class participation grade significantly. Not participating in class discussions will also affect your final grade significantly, even if you attend all class sessions. We will not spend any significant amount of class

time repeating what was contained in the cases. Therefore, make sure you contribute to class discussion through critical thinking, not by just memorizing course materials.

Case Assignments (20%)

You will have two case assignments for which you will be responsible for answering the case discussion questions of two cases. In each case, you are asked to answer two questions. Discussion questions for the cases will be handed out throughout the semester. Your answers for each question must not exceed two pages in length and should be 1.5 line spaced with 12 font size. Consequently, you must provide brief, concise answers. In order to guarantee that an adequate number of students address each case you must sign up for one from each case group.

- Case Group A: Cases 3, 4, 5
- Case Group B: Cases 6, 7, 8

Note: As there is a cap on the maximum number of students that can sign up for any one case, choice of each case will be on a first-come, first-served basis. You will have to sign up in class in Week 2 by notifying your TA. Your answers are due at the beginning of the class in which your case is being discussed. You are also expected to hand in the cover sheet with your two-answers. **Please also submit soft copy of your answers via Assignment on elearn to the right folder.**

Term Project (30%)

In week 3 or 4, students will be assigned to a team with 5 or 6 members (depending on class size). Each team is required to perform an in-depth, longitudinal analysis of a company and the industry in which it operates. Each team is required to submit one *written report* and make one *presentation* for the term project.

Written report: Each team should submit one term report. The term project report should be type written, 1.5 line-spaced, using 12-point size font, and should not exceed 20 pages (excluding appendices, references, and endnotes). The cover page should provide the complete name of the team members, student ID number, and course code. The report should contain the following sections: (1) A cover page listing team members; (2) Table of contents; (3) Executive Summary; (4) Company Background/History; (5) Industry Analysis (including Environmental/Industry analysis/Future trends, Competitor analysis, etc); (6) Company Analysis (Resources, Core competences, Value chain, and Tracking/discussion of company performance over time, Important issues and problems faced by the company and reasonable solutions to these issues/problems); (7) List of references; (8) Exhibits (Tables and charts). The deadline for the written report is TBA. Additional information on the term project will be provided in class.

Presentation: Each team is required to present their analysis to the class. Each presentation should not exceed 25 minutes. Immediately after finishing its presentation, each team will host a Q&A session of 5-10 minutes. Teams should prepare for their presentations as though they will be addressing their respective company's Board of Directors. Also, note that your presentation is not simply repeating what is in your written report. Therefore, do not try to cram every single detail from your report into your presentation.

Please submit your presentation slides via dropbox on elearn 24 hours before class starts.

Final Exam (30%)

The 2-hour final exam will cover the entire contents of this course. It may take a case analysis and/or a combination of short-answer, multiple choice, and essay questions. No make-up exams will be administered. If you miss the final exam, no grades will be given.

H. CLASSROOM POLICIES

As required per Singapore Management University

I. IMPORTANT ASSIGNMENT DATES

- | | | |
|----|-----------------------------|----------------|
| 1. | Assessments per chapter: | Lesson 2, 4, 7 |
| 2. | Team Project Presentations: | Lesson 11 |

J. CONSULTATIONS

- TBA

K. RECOMMENDED TEXT / READING LIST / CASE STUDIES LIST

Required material (Course Packet):

- Main text: *Strategic Management, International Edition*, (Fifth Edition, 2021) by Frank Rothaermel.
- Course packet containing cases should also be available for purchase with the following link online. Link will be provided later.

Note that it is compulsory to purchase the course packet if you enroll in the course because reading the case for each session before class is essential for participating in class discussion. Not purchasing the course packet will significantly influence your class participation component grade.

Additional readings for those with a further interest in Strategy after the course (not mandatory):

- Suggestions for academic research papers on various topics can also be obtained on request at the end of the course.

LESSON PLAN		
LESSONS	Topics covered	Readings/Cases
Lesson 1 Tuesday 25 June	Course Introduction	Ch1
	What is Strategy Pyramid of corporate social responsibility, Ethical standards and Value	Case 1 TBA
Lesson 2 Wednesday 26 June	Case Discussion 1	Ch 3
	The External Environment	Case 2 TBA
Lesson 3 Thursday 27 June	Case Discussion 2	Ch 5, Ch 6
	Competitive Positioning: Differentiation Competitive advantage: Notion of sustainable strategy (without detrimental impact on people or planet)	Case 3: TBA
Lesson 4 Tuesday 2 July	Case Discussion 3	Ch 6
	Competitive Positioning: Cost-leadership	Case 4: TBA
Lesson 5 Wednesday 3 July	Case Discussion 4	Ch 4
	Internal Analysis: Resources, Competencies and Capabilities	Case 5: TBA
Lesson 6 Thursday 4 July	Case Discussion 5	Ch 7
	Innovation and Industry Life Cycle Business sustainability – surviving innovations for incumbent firms	
Lesson 7 Tuesday 9 July	Competitive Dynamics: In-class game	Ch 3, Ch8
	Corporate Strategy: Diversification	Case 6: TBA
Lesson 8 Wednesday 10 July	Case Discussion 6	Ch 8, Ch 9
	Corporate Strategy: Vertical Integration, Acquisitions, and Alliances	Case 7: TBA
Lesson 9 Thursday 11 July	Case Discussion 7	Ch 10
	Global Strategy	Case 8: TBA
Project Deadline: TBA		
Lesson 10 Tuesday 16 July	Case Discussion 8 Guest lectures *	Ch 2
	Managing the Strategy Process Governance issues for corporates	
Lesson 11 Wednesday 17 July	Project presentation	
Lesson 12 Thursday 18 July	Final Exam	

**An industry guest speaker will be invited to share his/her industry experience related to strategy. (Guest speaker: TBA)*

Please note that the information above describes the content and the structure of the course is subject to changes.