GLOBAL SUMMER PROGRAMME 2027

MGMT236 MANAGING STRATEGIC CHANGE AND DIGITAL TRANSFORMATION

Instructor Name : Dr. Whitney Zhang
Title : Senior Lecturer of Strategy and Entrepreneurship
Email : whitneyzhang@smu.edu.sg
Office : LKCSB5015

COURSE DESCRIPTION

To achieve superior performance in an increasingly dynamic and uncertain global business environment, companies in every industry must create internal capability to harness strategic change for sustainable competitive advantage. However, companies that are able to strategically change their entrenched ways of doing things and then reclaim leading positions are the exception rather than the rule. With the industry 4.0 upon us and fast advancement in digital technologies, firms in many industries would find it even pressing but challenging to build the managerial capabilities to cope with the digital transformation that will reshape the business landscape tremendously for the future. Against this backdrop, this course discusses how companies can effectively manage the strategic change and digital transformation that will significantly impact the way the business is configured for competitive advantage. Besides the internal managerial challenge, the course also emphasizes that companies must cope with strategic interactions with different industry players to create value collectively and continuously. With respect to digital transformation, the course discusses digital concepts and technologies such as omni-channels, platforms, eco-systems, blockchain, IOT, AI, and cloud computing etc. that impose both challenges and opportunities for strategic change management in the increasingly technology-based, internet-based, and data-based business contexts.

LEARNING OBJECTIVES

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

- Describe the paradox in the relationship between strategy and strategic change.
- Analyze challenges related to the strategic interaction with competitors, complementors or other players, especially in the digital transformation process.
- Explain the strategic change issues related to disruptive innovation threats, in particular, new digital technologies and digital business models.
- Explain the management issues in turnaround, transformation and continuous renewal process, and apply managerial knowledge and tools to the digital transformation process.
- Propose logical and feasible action plans for successful strategic change and digital transformation.

PRE-REQUISITES / REQUIREMENTS / MUTUALLY EXCLUSIVE COURSE(S)

NA

ASSESSMENT METHODS

(a) Class Participation: 20%
(b) Group project: 40%
(c) Final exam: 40%

Specific guides to each assessment will be distributed during the programme.

INSTRUCTIONAL METHODS AND EXPECTATIONS

The ultimate goal of this course is to improve your analytical capabilities through the acquisition and internalization of knowledge, and through active discussion and debate with peers. The emphasis of the course, and particularly of class discussion, is on rigorous thinking and learning. Students will take an active role in leading discussions and providing critical comments. Lectures will be utilized to provide grounding in the subject content. Evaluation methods include class participation, a major group project, and a final examination.

Class Participation (including attendance, discussion contribution, and potential written comments): Class participation is a central part of the learning process for you and your classmates. The ability to think analytically and critically, and to develop those thoughts into an oral argument, is a crucial skill for the modern business world. You will take an active role in leading discussion and providing critical comments. This class will be interactive. When you participate, you contribute, and you help others learn. Your participation mark reflects your contribution to your classmates' learning. Distinctive, insightful, and engaging comments and questions are required to achieve a high grade in this component. Clarifying questions or senseless comments aiming for "air-time" do not count in general. High quality comment on a regular basis is the key for you to be distinguished from your peers. It is my hope that our class can serve as a stimulating environment in which we all feel comfortable testing new ideas and pushing the boundaries of our thinking.

This course involves the discussion of both readings and cases. The readings are not easy and good preparation before each class is essential for you to fully utilize and benefit from the classroom discussion. You may be cold-called at any time during class to contribute to or to comment on the on-going discussion.

The following rubrics suggest the A level performance for class participation:

- Attends all classes.
- Demonstrates excellent preparation: knows the readings and case materials well.
- Contributes in a very significant way to ongoing class discussion: keeps analysis focused, responds very thoughtfully to the instructor's questions and other students' comments, contributes to cooperative argument-building, suggests creative alternative ways of approach and provides the class with different perspectives, etc.

Group Projects**:** One of the objectives of the group project is to facilitate peer learning of companies or industries that are of interest to students but not covered in-depth by the instructor. A separate document will provide detailed instruction on the project. Your team should apply the theoretical and analytical frameworks developed in the course to conduct a strategic analysis. The project should have an Asian flavour. The final deliverable is a written report and a group presentation. The presentation should be around 15~20 minutes, followed by several minutes of Q&A. There is no required format for the presentations. Clarity and creativity are key. All members are responsible for the outcome. At the end of the term, each group member must submit a peer appraisal for all other members of the group. The average peer appraisal will be used as a weight to determine the Group Project component grade for each team member. The most extreme penalty that may be imposed is a score of zero for no contribution

at all or for being disruptive to participation. You have to submit peer appraisals for your team members to receive a Group Project grade.

Final Examination: The final exam is a closed-book exam with one piece of cheat sheet permitted. It will be based on all material covered in the course. Some exam questions might be based on the readings and cases discussed in the term, while some other questions might be based on new mini cases or long cases distributed before or during the examination. No make-up exams will be administrated. If you miss the final exam, you will have to take the course again in next available term.

CONSULTATIONS

After class or by appointment

RECOMMENDED TEXT AND READINGS

Course pack available through elearn

UNIVERSITY POLICIES

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 (whether oral or written) submitted for purposes of assessment must be the student's own work. Penalties for violation of the policy range from zero marks for the component assessment to expulsion, depending on the nature of the offense.

When in doubt, students should consult the instructors of the course. Details on the SMU Code of Academic Integrity may be accessed at https://smu.sharepoint.com/sites/oasis/SitePages/DOS-WKLSWC/UCSC.aspx.

Copyright Notice

Please note that all course materials are meant for personal use only, namely, for the purposes of teaching, studying and research. You are strictly not permitted to make copies of or print additional copies or distribute such copies of the course materials or any parts thereof, for commercial gain or exchange.

For the full copyright notice, please visit https://researchguides.smu.edu.sg/copyright.

Accessibility

SMU strives to make learning experiences accessible for all. If you anticipate or experience physical or academic barriers due to disability, please let me know immediately. You are also welcome to contact the university's accessibility services team if you have questions or concerns about academic provisions: accessibility@smu.edu.sg. Please be aware that the accessible tables in our seminar room should remain available for students who require them.

LESSON PLAN	
LESSONS	**TOPICS**
LESSON 1	**Course introduction** Course overviews and recap of strategy concepts
LESSON 2	**Strategic rigidity** Case: Airborne Express
LESSON 3	**Strategic agility** Case: REC on Solar Coaster
LESSON 4	**Competitive moves** Case: A380 rise and demise
LESSON 5	**Co-opetition and platform business models** Case: Cofounder simulation
LESSON 6	**Strategic transformation** Case: Lego transformation
LESSON 7	**Digital technologies** Case: Lego vs. Minecraft Guest speaker
LESSON 8	**Omni-channels** Case: Kino biotech and Kinofy
LESSON 9	**Digital transformation** Case: DBS: Digital transformation to best bank in the world
LESSON 10	**Dynamic capabilities** Case: IBM's transformation 2012-2016
LESSON 11	Group presentation
LESSON 12	Final Exam