



The Lee Kong Chian School of Business
Academic Year 2024 /25
Term I

MGMT 102 STRATEGY – SMUX VERSION

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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, competitive dynamics, and special topics such as global strategy. This course emphasizes the application of theory to the real world strategic issues. Students are encouraged to synthesize knowledge from other business courses into a comprehensive understanding of competitive advantage.

This Section will be taught under 'SMU-X'. Pending confirmation, the client for this class is a company specialised in organising events for the data centre and cloud publishing industry in South-East Asia. The intended project will help this company restructure its businesses in the region.

LEARNING OBJECTIVES

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

- Demonstrate a comprehensive understanding of firms' competitive advantage
- 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

PRE-REQUISITE/ CO-REQUISITE/ MUTUALLY EXCLUSIVE COURSE(S)

Please refer to the Course Catalogue on OASIS for the most updated list of pre-requisites / co-requisites for this particular course. Do note that if this course has a co-requisite, it means that the course has to be taken together with another course. Dropping one course during BOSS bidding would result in both courses being dropped at the same time.

ASSESSMENT METHODS

Students will be assessed in both group projects and individual contribution through the following:

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|--|------------------------|
| (1) Class participation (in-class only) | 20% individually |
| (2) Quiz | 5% individually |
| (3) Detailed case analysis & recommendation (1 to be done at home) | 10% individually |
| (3) Group project | 30% in assigned groups |
| (4) Final examination | 35% individually |

Students in this section are expected to be comfortable working with numbers & mathematical equations.

INSTRUCTIONAL METHODS AND EXPECTATIONS

(1) Individual Participation in Class (20%)

Criteria for class participation	Below expectation	Above expectation
Attendance	Missing \geq 1 class with no good reason	Present in every class
Speaking up	Responding to or asking questions \leq 5 times the entire term	Responding to or asking question every class
Speaking up with substance	Repeat what others have said; ask only clarification questions	Generalize previous arguments; test limit of conclusions; ask insightful questions
Present your work	Not active in presenting your in-class exercise	Present your in-class exercise at least once
Offer quality feedback to others	Rarely offer constructive, quality feedback to others presenting	Often offer constructive, quality feedback to others presenting their in-class work
Contribution to class atmosphere	Disruptive behaviour, e.g., coming to class late, chatting excessively with your seatmates but not contributing to class discussion, etc.	Conducive to collective learning, e.g., respects others' need for concentration, helps explain another student's questions that are not well answered, etc.

(2) Quiz (5%) – 4 best (1.25% each) of in-class quizzes.

(3) Detailed case analysis & recommendation (10%)

Students will require some simple calculations and thoughtful thinking about one case (marked with *) before class. As such, students will be given the exact question about one week in advance, and are expected to upload at least two pages of write-up on elearn before the deadline. Late submissions will not be marked. Include *only* the last three numeric digits plus the alphabet as your student identification on every page of the submission.

(4) Group Projects (30%)

The instructor will form groups during the term capturing the diversity of the class. All groups in all sections of this course - regardless of who the instructor is - will be formed by the instructor and not by students themselves. This is the policy of the all Strategy courses.

These should be in groups of about five students, depending on class size. Groups are expected to work with the sponsor organisation on one specific set of deliverables each. The sponsor could be a service-oriented company with a reasonably long history. The project objectives would be in a range of topic ranging from efficiency improvement on how resources are utilised, exploratory expansion possibilities, to sustainability issues, subject to confirmation.

(5) Final Examination (35%)

It will be closed-book.

CONSULTATION AND TEACHING ASSISTANTS

Sections (L = LKCSB) _____

Important Persons (T = Teaching Assistant; A = Adjunct Teaching Mentor) _____

Office hours: after class or by appointment

Office: LKCSB 5012

Mailbox: 5/F, turn left out of main lifts, right after glass door

RECOMMENDED TEXT

Text: *Strategic Management* (Sixth Edition, 2024) by Frank Rothaermel – 'R', plus case(s).

Fifth Edition should be fine, but students should be responsible for materials in 6th Ed.

Additional reference: Raisel, E.M. 1999. *The McKinsey Way. Using the Techniques of the World's Top Strategic Consultants to Help You and Your Business.*

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>.

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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 disability services team if you have questions or concerns about academic provisions: DSS@smu.edu.sg. Please be aware that the accessible tables in our seminar room should remain available for students who require them.

Digital Readiness for Teaching and Learning (DRTL)

As part of emergency preparedness, instructors may conduct lessons online via the Zoom platform during the term, to prepare students for online learning. During an actual emergency, students will be notified to access the Zoom platform for their online lessons. The class schedule will mirror the current face-to-face class timetable unless otherwise stated.

Weekly Schedule Term I 2024/25

Session	Topics and Broad Questions	Assignments and Presentations
1: 19 Aug	1. External analysis PESTLE, five forces, strategic groups	Read R: Ch 3
2: 26 Aug	2. Strategy as it happened: Honda (B) case 3. What is Strategy? Leadership & Strategy Process; ethical standards in an organisation's values; values, norms; organisational culture	Read R: Ch 2; Ch 1 § 1.1 & § 1.3; Ch 11 § 11.4 Read R: Minicase 11 – Chick-fil-A
3: 2 Sep	Meet our project client and learning about the project requirements	
4: 9 Sep	4. Internal analysis Core competence, resource-based view, VRIO, Value chain activities 5. Firm performance, financial statistics	Read R: Ch 4 Read R: Ch 5 § 5.2: accounting metrics, shareholder value & economic value
5: 16 Sep	6. Business-unit strategy Differentiation, cost leadership, focused/broad; blue (& red) ocean & value innovation 7. Innovation, entrepreneurship & platform Strategy	Read R: Ch 6 Read R: Ch 7; Ch 11 § 11.3
6: 23 Sep	First pulse check – meet with project client	Present work accomplished and future plans, plus questions for our project client
7: 30 Sep	8. Assigned case 9. Global strategy CAGE framework	Upload individual response to elearn <i>in advance</i> Read R: Ch 10
8: 7 Oct	Mid-term Break	

9. 14 Oct	10. Corporate social responsibility in stakeholder strategy: Sustainability; Triple bottom line reporting; Creation of Shared Value	Read R: Ch 1 § 1.2; Ch 5 § 5.1 & § 5.3 Understand importance of addressing the problem by reducing organisations' green-house gas emissions (with various 'Scopes') and means for construing these within new strategic positions of products/services. Understand how the issues result in policy measures such as carbon taxation and prevailing carbon emission prices which affect the business environment, strategic initiatives, and different engagements needed (of stakeholders).
10. 21 Oct	Second pulse check – meet with project client	Present work accomplished and future plans, plus questions for our project client
11. 28 Oct	11. Corporate strategy: strategic alliances, mergers & acquisitions	Read R: Ch 8; Ch 11 § 11.2
12. 4 Nov	12. Corporate strategy: vertical integration & diversification 13. Corporate governance	Read R: Ch 9 Read R: Ch 12; Ch 11 § 11.1
13. 11 Nov	Presentation of group projects	Upload presentations on elearn <i>in advance</i> Group presentations to project client
14: 18 Nov	Reading week (no class)	
15: 25 Nov?	Final examination	