

Course Outline

Course Code	: BSP3701 / BSP4701
Course Title	: Strategic Management
Semester	: Semester 2, Academic Year 2025/2026
Faculty	: Adjunct Associate Professor Kon Sen Choeng
Department	: Strategy & Policy
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Overview

The module is designed as a journey that covers all essential topics in strategic management: external analysis, internal analysis, business strategy, corporate strategy, international strategy and others. The course provides the big picture of the business. Students will take the perspective of a manager who has overall responsibility for the performance of the company. In this role, students will be able to determine the drivers of corporate performance, understand the changes that are most likely to affect future performance, and identify the actions that can help the company build and sustain a competitive advantage.

Course Objectives

In the strategy field, we deal with the most interesting questions: those for which there is no immediate or obvious answer. It is therefore not surprising that strategists have come up with many competing frameworks and theories. Frameworks that fit a given company may be useless for another. In this course, the emphasis is not just on acquiring knowledge, but understanding when and how to apply certain frameworks.

These are objectives set for this course:

- *Knowledge of Strategy Frameworks.* This module provides you with the key concepts, tools, and frameworks of strategic management and covers theories for in-depth industry and competitor analysis, with attention to forces like technological innovation.
- *Strategic Thinking Ability.* In this course, you will learn to think strategically, understand business performance, analyse and design strategies formally on paper and verbally.
- *Communication Skills.* During the course, you will learn to make convincing arguments through oral presentations, arguments, and written assignments.

The assessment of your learning will, correspondingly, be based on your application of the course material. Do not memorize the book or articles! Instead, critically go through the course material, actively participate in the class and engage in the discussions. This is the key to excellent performance.

General Guide

The lectures will typically last for 2.5 hours with the following structure:

The class will include interactive lectures, case presentation and discussions, and can change depending on the session.

- **Be active!** This is not a course where you are expected to merely memorize concepts and theories. The course, instead, emphasizes active learning through case discussions and experiential exercises. The most important learning will take place during our discussions and activities. Hence, success in this course requires your “active participation”.

Reading

- Cases will be distributed during the course.
- Course slides and other multimedia material will be available online after each session.
- There is no need to purchase a textbook. References will be shared in class.

Assessment

Your final assessment (Letter Grade) in this module derives from a final numeric score, which includes the following grading components:

Assessment Components	Weightage
1) Class participation (Individual)	15%
2) Case Presentation (Group)	15%
3) Individual Written Assignment	30%
4) Company Strategic Audit <ul style="list-style-type: none">- Individual presentation- Group presentation	15% 25%
TOTAL	100%

Schedule and Outline

Timeline	Topic
Week 1	Introduction to the Course and to Strategy
Week 2	External Analysis & Internal Analysis
Week 3	Business Strategy
Week 4	Corporate Strategy
Week 5	Case Presentation
Week 6	International Strategy
<i>RECESS WEEK</i>	
Week 7	Case Presentation
Week 8	Leadership
Week 9	Case Presentation
Week 10	Corporate Governance
Week 11	Group Project Presentation
Week 12	Group Project Presentations
Week 13	Review

*Subject to change.

About the instructor

Kon Sen Cheong, Derrick

Dr Kon Sen Choeng is an Adjunct Associate Professor at the National University of Singapore (NUS) Business School, Department of Strategy & Policy. His academic experience includes teaching “Strategic Management” at the National University of Singapore Business School. He has also taught “Strategic Management” at Nanyang Business School, Nanyang Technological University, and “Business Capstone” at Singapore Management University Business School. Dr Kon has served on the Editorial Board of the *Thunderbird International Business Review* journal and is currently on the Editorial Board of the *Journal of Strategy and Management*. He is also a member of the Harvard Business Review Advisory Council.

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 doubt, you should consult your instructor.

Additional guidance is available at:

- <http://www.nus.edu.sg/registrar/administrative-policies-procedures/acceptance-record#NUSCodeofStudentConduct>
- <http://nus.edu.sg/osa/resources/code-of-student-conduct>