

Annexe A: New/Revised Course Content in OBTL+ Format

Course Overview

The sections shown on this interface are based on the templates [UG OBTL+](#) or [PG OBTL+](#)

If you are revising/duplicating an existing course and do not see the pre-filled contents you expect in the subsequent sections e.g. Course Aims, Intended Learning Outcomes etc. please refer to [Data Transformation Status](#) for more information.

Expected Implementation in Academic Year	AY2025-2026
Semester/Trimester/Others (specify approx. Start/End date)	Semester 1 Semester 2
Course Author * Faculty proposing/revising the course	Tsui-Auch, Lai Si
Course Author Email	alstsui@ntu.edu.sg
Course Title	Strategic Management
Course Code	AB3601
Academic Units	4
Contact Hours	39
Research Experience Components	Not Applicable

Course Requisites (if applicable)

Pre-requisites	AB1601/AB1501 (Year 3 standing)
Co-requisites	
Pre-requisite to	
Mutually exclusive to	
Replacement course to	
Remarks (if any)	

Course Aims

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 the firm, and formulate strategies with the consideration of good corporate governance. This course is appropriate for accounting and business students who have already taken entry-level courses in accounting ratio analyses, organizational 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.

Course's Intended Learning Outcomes (ILOs)

Upon the successful completion of this course, you (student) would be able to:

ILO 1	Synthesize information to recognize external opportunities and threats (e.g., technological developments and socio-cultural trends); and the internal strengths and weaknesses that impact a firm's competitive advantage.
ILO 2	Evaluate whether a firm's business- and/or corporate- (product diversification) and/or international- (geographical diversification) strategy would lead to sustainable competitive advantage.
ILO 3	Discuss how the strategic management process could lead to a firm's competitive advantage.

Course Content

The topics for this course include • External environment analyses • Internal environment analyses • Business-level strategy • Corporate-level strategy • International strategy • Merger and acquisition • Cooperative strategy • Corporate governance

Reading and References (if applicable)

Michael A. Hitt, Duane Ireland, Robert E. Hoskisson & Jeffrey S. Harrison. Strategic Management: Competitiveness and Globalisation: Concepts and Cases (14th Asia Edition). Cengage Learning.

ISBN: 978-981-5160-60-4

ISBN (12 months eBook): 9780357990490

The physical textbook and eBook are available at NTU Booklink. Alternatively, students may visit the Booklink e-store: <https://www.blinks.com.sg/>

Booklink Contact:

Nanyang Technological University (NTU)

50 Nanyang Avenue

NS3-01-25, North Spine Plaza

Singapore 639798

Email: info@blinks.com.sg

The textbook (hard copy and online access) is available in the NTU library. The call no. is HD30.28.H676 2023.

Seminar Cases: All cases are mandatory and must be purchased (unless specified as being provided for free) for their use in the seminars. Students can make payment for the seminar cases with a discount rate using a link provided by the course coordinator. Please note that the University will take disciplinary action for non-payment of seminar cases as this is considered an infringement of intellectual property rights.

Planned Schedule

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
1	Introduction to Strategic Management (Chapter 1)	ILO 1	Introduction	In-person	<ul style="list-style-type: none"> Identify the overall Strategic Management Framework Explain the difference between the Industrial-Organization and Resource-Based Perspectives Sustainability considerations in strategic management
2	External Environment Analyses (Chapter 2)	ILO 1	Where is the beef?	In-person	<ul style="list-style-type: none"> Distinguish and demonstrate how to apply selected analytical frameworks <ol style="list-style-type: none"> General Environment Analysis Porter's Five Forces Model Sustainability considerations in external analysis

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
3	Internal Environment Analyses (Chapter 3)	ILO 1	Where's the Beef?	In-person	<ul style="list-style-type: none"> Identify core competencies through selected frameworks <ul style="list-style-type: none"> a. Value Chain Analysis b. VRIN Analysis Sustainability considerations in internal analysis
4	Review of key frameworks and Strategic Audit scope guidelines	ILOs 1 & 2	To be announced by instructor	In-person	Illustrate when and how to apply the different frameworks for analyses of strategic issues
5	Business-level Strategy (Chapters 4&5)	ILOs 1 - 3	To be announced by instructor	In-person	<ul style="list-style-type: none"> Explain Porter's generic strategies Explain factors (based on the external and internal environmental analyses) that impact the choice of business-level strategy

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
6	Corporate-level Strategy (Chapter 6)	ILOs 1 - 3	To be announced by instructor	In-person	<ul style="list-style-type: none"> • Categorise different types of corporate-level strategy (product diversification) • Explain the motives for product diversification • Demonstrate how to use a portfolio management tool
7	International Strategy (Geographic diversification) (Chapter 8)	ILOs 1 - 3	Shopee Case	In-person	<ul style="list-style-type: none"> • Categorise different types of international strategy (geographic diversification) • Explain the motives for geographic diversification • Identify the sources of national advantage • Identify different entry modes

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
8	Merger and Acquisition (Chapter 7)	ILOs 1 - 3	To be announced by instructor	In-person	<ul style="list-style-type: none"> • Explain the motives and types of acquisition • Identify challenging issues during an acquisition process and potential remedies • Identify attributes for successful acquisitions
9	Cooperative Strategy (Chapter 9)	ILOs 1 - 3	Airbus Case	In-person	<ul style="list-style-type: none"> • Explain the motives and types of strategic alliances • Identify the competitive risks within strategic alliances and potential remedies

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
10	Corporate Governance (Chapter 10)	ILOs 1 - 3	To be announced by instructor	In-person	<ul style="list-style-type: none"> Define corporate governance Explain the principal-agent relationship and agency issues Explain how internal and external governance mechanisms mitigate agency problems Sustainability considerations in corporate governance
11	Course Review	ILOs 1 - 3	To be announced by instructor	In-person	<ul style="list-style-type: none"> Review of course content and integration of frameworks Q&A on the application of frameworks in assignments
12	Strategic Audit Oral Presentation	ILOs 1 - 3		In-person	<ul style="list-style-type: none"> Present research findings and analyses
13	Strategic Audit Oral Presentation	ILOs 1 - 3		In-person	<ul style="list-style-type: none"> Present research findings and analyses

Learning and Teaching Approach

Approach	How does this approach support you in achieving the learning outcomes?
Seminars	Each seminar is conducted as an interactive learning experience, where the instructor would discuss the conceptual frameworks with ample opportunities for you to raise questions and share ideas. At the same time, because the interactive format allows others to question your views or offer a different viewpoint, it promotes the integration of different perspectives in the evaluation of strategic issues. Thus, when you are passionately engaged in the class discussion, it not only leads to the achievement of the learning objectives but also builds your skills to communicate your ideas clearly.
Case analyses and in-class exercises	This method allows you to sharpen your critical thinking skill by placing yourself in the role of the decision maker as you analyse the strategic issues identified in the case or in-class exercise.
Assignments	The various assignments require you to synthesize, evaluate and analyse strategic issues using conceptual frameworks discussed in the course. Hence, they are designed to provide ample opportunities for you to apply the conceptual frameworks discussed in the course.

Assessment Structure

Assessment Components (includes both continuous and summative assessment)

No.	Component	ILO	Related PLO or Accreditation	Weightage	Team/Individual	Rubrics	Level of Understanding
1	Continuous Assessment (CA): Presentation(Strategic audit oral presentation - Overall group work)	1-3	Problem-solving and Decision-making	20	Team	Holistic	Not Applicable
2	Continuous Assessment (CA): Presentation(Strategic audit oral presentation - Individual presentation)	1-3	Problem-solving and Decision-making	10	Individual	Holistic	Not Applicable
3	Continuous Assessment (CA): Class Participation(Class participation)	1-3	Class Participation	20	Individual	Holistic	Not Applicable
4	Continuous Assessment (CA): Assignment(Critical Thinking Analysis)	1-3	Critical Thinking	20	Individual	Holistic	Not Applicable
5	Continuous Assessment (CA): Assignment(External Environment Analysis of an Industry)	1-3	Critical Thinking	30	Individual	Holistic	Not Applicable

Description of Assessment Components (if applicable)

Strategic Audit Oral Presentation (Group/Individual)

Each student group will prepare a strategic audit of a public-listed organisation. The objective of this assignment is to carry out a strategic audit to assess the quality of a firm's strategic management.

Consult the instructor on the choice and viability (scope and focus) of the organisation of which you are required to conduct the strategic audit.

Instructor will provide the details on how the consultation and feedback would be carried out.

The group will present their findings in class. Each presentation should NOT exceed 30 minutes. All group members are required to participate in the oral presentation in Weeks 12 & 13.

- Overall group work and presentation
- Individual presentation

Instructor may grant an exception for justifiable reasons (e.g., medical or compassionate reasons) for the absence of a particular group member. However, in such a case, the absent team member will only get the marks for the overall group presentation but not the individual presentation.

Class Participation (Individual)

Description:

One objective of this course is to enhance students' ability to think critically and reason through strategic management issues. Effectively presenting ideas and arguments is a vital way to deepen learning and enrich both individual and peer experiences. The success of each seminar depends on the level of involvement, engagement, and enthusiasm each student brings to class.

Class participation is assessed based on both quality and quantity of contributions. Students are encouraged to ask questions, initiate discussions, and share relevant examples from readings, media, or personal experiences. High-quality participation includes questioning presenting groups, making opening remarks, engaging in debates, and providing thoughtful takeaways.

Through class participation, students will be able to:

- **Communicate Strategy Effectively:** Active engagement fosters effective communication skills in strategic analysis and decision-making.
- **Enhance Critical Thinking:** Peer discussions expose students to diverse perspectives, strengthening their analytical depth.
- **Integrate Knowledge:** Decision-making under uncertainty requires connecting concepts with real-world contexts—participation helps students build personal narratives and critical insights.

Written Assignment: Critical Thinking Analysis (Individual)

Description:

Students will submit a written essay analyzing a business case question. The question can be selected from the seminar cases or assigned by the instructor. Critical thinking questions may differ across seminar groups.

Structure:

The assignment has a maximum limit of four (4) pages, all-inclusive, excluding references.

Deadline: Week 8 to Week 10 (Instructor to decide)

Written Assignment: External Environmental Analysis of an Industry (Individual)

Description:

Students will conduct an external environmental analysis of an industry using strategic analysis frameworks that assess both the general and industry environments. The applied frameworks should evaluate opportunities and threats affecting the industry and the profitability potential of industry incumbents.

The analysis should be supported by credible sources, such as:

- **External sources:** Industry reports, government records, academic research, published market studies, magazines, and newspapers.
- **Internal sources:** Annual reports and press releases.

The aim of this assessment is to develop students' ability to critically assess the external environment that firms operate in. By applying the frameworks, students will:

- Identify environmental trends that shape an industry's landscape, such as innovation, technology, or ESG (sustainability).
- Analyze industry forces influencing the attractiveness of an industry.
- Synthesize external analysis insights relevant to strategic issue identification and strategy formulation.

- Present structured, well-supported arguments with real business implications.

Structure:

Students must submit a structured report (maximum 6 pages, all-inclusive, excluding references):

1. Introduction

- o Provide an overview of the industry.
- o Briefly introduce the strategic analysis frameworks used.

2. Analysis

- o Present key findings based on applied frameworks.

3. Discussion

- o Identify strategic issues and implications for industry incumbents.

4. Conclusion

- o Summarize key takeaways.

Deadline: Week 6 to Week 7 (before recess week, Instructor to decide).

Note: Formatting Requirements for All Written Assignments

- Double-spaced, 1-inch margins on all sides.
- Font: Times New Roman or Arial, size 12.

Turnitin Submission Requirements for All Written Assignments:

- Students must submit their assignments via Turnitin on NTULearn—hard copies are not required.
- Multiple submissions are allowed, and students will have access to the Similarity Report.
- Turnitin logs submission dates and times for instructor reference. Students will receive an email confirmation within 24 hours. Retain this email as proof of submission.

Refer to the following website to download the user guide:

https://ntuadminonestop.service-now.com/ntusp?id=kb_search&query=Turnitin

Declaration Forms:

Students must include the following declaration forms at the end of their submission (not counted in formatting requirements):

1. Declaration of Academic Integrity
2. Declaration of Use of Generative Artificial Intelligence

Both forms will be uploaded to NTULearn.

Formative Feedback

You will receive feedback according to the dimensions listed in the relevant rubrics for your critical thinking, external environment analysis of an industry, and strategic audit assignments. The rubrics are attached in the Annex.

NTU Graduate Attributes/Competency Mapping

This course intends to develop the following graduate attributes and competencies (maximum 5 most relevant)

Attributes/Competency	Level
Collaboration	Advanced
Communication	Advanced
Creative Thinking	Advanced
Global Perspective	Advanced
Transdisciplinarity	Advanced

Course Policy

Policy (Academic Integrity)

Good academic work depends on honesty and ethical behaviour. The quality of your work as a student relies on adhering to the principles of academic integrity and to the NTU Honour Code, a set of values shared by the whole university community. Truth, Trust and Justice are at the core of NTU's shared values. As a student, it is important that you recognize your responsibilities in understanding and applying the principles of academic integrity in all the work you do at NTU. Not knowing what is involved in maintaining academic integrity does not excuse academic dishonesty. You need to actively equip yourself with strategies to avoid all forms of academic dishonesty, including plagiarism, academic fraud, collusion and cheating. If you are uncertain of the definitions of any of these terms, you should go to the academic integrity website for more information. On the use of technological tools (such as Generative AI tools), different courses / assignments have different intended learning outcomes. Students should refer to the specific assignment instructions on their use and requirements and/or consult your instructors on how you can use these tools to help your learning. Consult your instructor(s) if you need any clarification about the requirements of academic integrity in the course.

Policy (General)

You are expected to complete all assigned pre-class readings and activities, attend all seminar classes punctually and take all scheduled assignments by due dates. You are expected to take responsibility to follow up with course notes, assignments, and course-related announcements for seminar sessions you have missed. You are expected to participate in all seminar discussions and activities.

Policy (Absenteeism)

Absence from class without a valid reason will affect your overall course grade since you will not be able to participate in the class discussions. Valid reasons include falling sick supported by a medical certificate and participation in NTU's approved activities supported by an excuse letter from the relevant bodies.

Policy (Others, if applicable)

Adherence to Submission Deadlines

To be fair to all students, the deadline for submission relating to each assignment is non-negotiable unless there are compelling reasons to grant an extension. In the event of a late submission in the absence of compelling reasons, a late-submission penalty will be imposed. The late-submission penalty will be decided by your instructor.

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