

UGRD_LKCSB_2620_MGMT245_VIVIEN KOH



Singapore Management University

COURSE INFORMATION

Course Code & Title

MGMT245 - Overseas Project Experience
(Digital Business Transformation across Asia
Practicum)

Effective Start Date

11/01/2027

Offering Unit / Department / School

LKCSB

Course Career

Undergraduate

Course Units

CU:

1

Grading Basis

GRD - Graded

Course Description

A recent HBR report revealed a daunting 87.5% average digital transformation failure rate. This high failure rate could have been attributed to factors like inability to navigate the digital transformation initiatives through uncertainties and continuously reinvent themselves. Consequently, business leaders are fervently seeking new avenues for growth, be it through market expansion or a profound recalibration of their digital business strategies. This course will allow students to focus on the role of digital marketing, combined with other digital tools to help Southeast Asia businesses to transform their marketing & business strategies and design & test digital business strategies to improve their competitiveness and business performances in the digital age. It hones students' problem-solving skills and prepares them for the complex regional business environment today. Let's set our sights on Malaysia, a key economic contributor to the ASEAN region. While Malaysia's 2024 GDP per capita (purchasing power parity) of US\$34,072 places it as the third richest country in Southeast Asia, its digital economy

is its most dynamic growth engine. The country's prime industries include manufacturing, oil and gas, and services, but it is the rapid expansion of the digital sector that presents significant opportunities. These growth opportunities align perfectly with a focus on online retail:

- Explosive growth in e-commerce: Malaysia's e-commerce market is projected to reach US\$8.79 billion in 2025, driven by a growing preference for online shopping and an increase in smartphone and internet penetration. Revenue is expected to show an annual growth rate (CAGR 2025-2030) of 7.54%, resulting in a projected market volume of US\$12.64bn by 2030.
- Expansion of online retail beyond the Klang Valley: There is a major opportunity to increase regional market penetration and brand visibility by expanding online order fulfillment across West Malaysia to cities like Ipoh, Penang, and Johor.
- Development of digital and social commerce: The rise of live-stream selling platforms like TikTok Shop, Shopee Live, and Lazada Live offers a direct channel to reach a wider, younger, and more digitally engaged audience, driving immediate conversions and building customer relationships.

Malaysia is well-positioned to take advantage of these growth opportunities and become a leader in the ASEAN digital economy. In addition to the traditional industries, Malaysia has a flourishing digital economy. The country is home to a number of start-ups and tech companies and is attracting significant foreign investment, particularly in the e-commerce and fintech sectors. This vibrant ecosystem provides a strong foundation for online businesses. The government's focus, through initiatives like the Malaysia Digital Economy Corporation (MDEC), is to boost digital transformation, empowering businesses to leverage technology. This environment is highly favorable for live-stream selling, as it supports the adoption of new platforms and technologies that enable direct engagement with consumers. Overall, Malaysia is a dynamic and growing economy with a bright future. The country has a young and digitally savvy population, a favorable business environment, and a rapidly expanding e-commerce landscape. This makes Malaysia an ideal market for an online retail business focused on digital sales channels and regional fulfillment. By capitalizing on live-stream selling and expanding delivery networks, the business is well-positioned to become a major player in the Malaysian online retail space.

Course Learning Outcomes

By the end of this course, students will learn to:

- Assess the current state of the business related to:
 - Engage, sell and serve the company's target audience.
 - The company's digital readiness

- The business problem and/or opportunities from the current business environment, including uncovering new and untapped markets by developing digital business assessment tools
- Find out how digital transformation has or will impact the related industry and business
- Uncover insights on the company's current and new customers
- Analyze and identify the right digital business transformation strategies that the company can adopt to compete and win over time
- Gain regional business experience, cross cultural understanding, networking and communication skills.

SMU Graduate Learning Outcomes

Multidisciplinary knowledge, Critical thinking & problem solving, Innovation and enterprising skills, Collaboration and leadership, Communication, Intercultural understanding and sensitivity, Understanding of global and Asian perspectives, Resilience, Self-directed learning

Competencies

Digital Technology Adoption and Innovation, Digital Transformation, Integrated Problem-Solving, Interpersonal (collaborative), Strategic Thinking

Course Area(s)

AREA - Asia Studies (Intake 2019 to 2023), AREA - Asian Studies (Intake 2018 and earlier), AREA - Business Options, AREA - Digital Business Electives, AREA - Econ Major Rel/Econ Options, AREA - IS Related Courses, AREA - Social Sciences/PLE Major-related, AREA - Strategic Management Electives, ENRL - SS Enrolment: 4 ISEP; 1 SUSEP

Simple Requirements

2 CUs for Non-BBM Second Major

Type

Prerequisite

Earn at least 2 credits from the following:

- FNCE101 - Finance
- FNCE103 - Finance For Law
- ACCT101 - Financial Accounting
- ACCT105 - Financial Accounting for Law
- COR-COMM1304 - Management Communication
- OBHR101 - Management of People at Work
- MKTG101 - Marketing
- OPIM201 - Operations Management
- MGMT102 - Strategy
- FNCE104 - Financial Management

CLASS SECTION INFORMATION

Instructor(s)

VIVIEN KOH - (vivienkoh@smu.edu.sg)

Course Instructor(s)

Corinna Cheah
(corinnacheah@smu.edu.sg)

Instruction Mode

In Person

Office Location

LKCSB, Level 5, Adjunct Office

Assessment Components (New)

Category*		Weightage*		Assessment/Submission Period*		
Projects/Assignments		50		Week 18		
Description	Individual Group?*	or	With Component?*	Writing	With Component?*	Oral
Group project	Group		Yes		Yes	

Category*	Weightage*		Assessment/Submission Period*			
Projects/Assignments	30		Week 18			
Description	Individual Group?*	or	With Component?*	Writing	With Component?*	Oral
Reflection group video	Group		Yes		Yes	

Category*	Weightage*		Assessment/Submission Period*			
Class Participation	20		Week 18			
Description	Individual Group?*	or	With Component?*	Writing	With Component?*	Oral
Constructive participation, peer review & attendance	Individual		No		Yes	

Instructional Methods and Expectations

The course is highly interactive, and the objectives of this course will be accomplished via the required readings, lectures, class discussions, in-class and course assignments.

Constructive Participation, Peer Review and Attendance (20%)

Students are expected to attend class and add value through meaningful contributions in terms of ideas or opinions, as well as to demonstrate a spirit of learning from their peers. The measure for participation should not be seen solely from the number of times one speaks up; rather, from the quality of thought that one contributes to the learning of the class.

Reflection Group Essay (30%)

This take-home graded activity will require you to submit a video between 3 to 5 minutes. The purpose of this analysis is to promote reflection on your experiences throughout the whole course. You are to describe valuable insights that you gained about the project and yourself. Notes are allowed to be referred to in this exercise. The **compulsory** format is as follows:

a) Introduction: Description of experience in the course

b) Body: Describe and analyse 2-3 significant moments where you gained valuable insights

c) Conclusion: What would you have done differently and lessons which you would adopt in working with future teams.

This activity will be carried out on video with captions. You must submit to e-learn before 2359h on 18th May 2027. Please save the file in your FULL NAME. Students are encouraged to carry out good time management to avoid last-minute work. Turnitin plagiarism checker will be used to ensure the submissions are original in nature. Those found plagiarising will be reported to the undergraduate office for punitive action.

Project Work (50%)

A group of 4-6 students will be formed. Each group is to work on the problem statement identified by the client organisation and propose innovative solutions in a final presentation to the organisation's senior management. Primary data may be obtained from the organisation. Secondary data sourced from the internet, books, reports, credible media sources, lecture notes and site visits are acceptable and highly recommended. Citations are to be done in APA format.

Weekly Lesson Plan

	Topic Location: Singapore	Participants
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Day 1 (3 hours 15 min) 12th Jan 2027	Introduction to Digital Business Transformation Frameworks - Introduction to Digital Marketing & Business Strategies (B2B or B2C) and the characteristics - Assess the company's current business strategy and opportunities & challenges using digital business strategy and SWOT analysis frameworks - Protocols in working with external clients - Embracing Ambiguity	SMU & Taylor's University Faculty + SMU & Taylor's University Students
Day 2 (3 hours 15 min) 19th Jan 2027	Assessing the current state of business strategy - Introduction to the client and their digital business challenges - Diagnose and conduct a gap analysis of the current business strategy - Discover the strengths and weaknesses of the current business strategy - The importance of data for Digital Business Strategy	SMU & Taylor's University Faculty + SMU & Taylor's University Students + Client Sponsor
Day 3 (3 hours 15 min) 26th Jan 2027	Understanding the client's business, industry and customer - Current & emerging trends - Market and customer segmentation - Customer Discovery with customer empathy & journey framework - Prioritising opportunities through market sizing	SMU & Taylor's University Faculty + SMU & Taylor's University Students
Day 4 (3 hours 15 min) 2nd Feb 2027	Discovering key drivers to develop a strong digital marketing & business strategy - Identifying the key drivers for digital marketing & business strategy - Leverage the 'Explore' Framework to evolve Digital Marketing & Business strategy	SMU & Taylor's University Faculty + SMU & Taylor's University Students

Day 5 (3 hours 15 min) 9th Feb 2027	Develop a Digital Marketing & Business Strategy - Develop Customer Acquisition & Retention Strategy with Digital Marketing - Involves maximising expected returns and minimising innovation risks - Decrease the risk of working on an idea that might fail by testing and adapting it	SMU & Taylor's University Faculty + SMU & Taylor's University Students
Day 6 (3 hours 15 min) 16th Feb 2027	Validate Your Digital Marketing & Business Strategy with the Market - Approach to creating a digital or new digital marketing strategy using the Go-to-Market Design framework - Test your new digital marketing strategy against feasibility, desirability, and viability - Iterate your new digital marketing strategy	SMU & Taylor's University Faculty + SMU & Taylor's University Students
Day 7 (3 hours 15 min) 23rd Feb 2027	Implementation Plan - Why change management and risk mitigation are important for digital business transformation - Develop a digital marketing implementation plan - Reflect, review and design action plans - Students to start on project planning - Students to reach out for primary research/ onsite interviews	SMU & Taylor's University Faculty + SMU & Taylor's University Students
Day	Topic/Location: Kuala Lumpur	Participants
Day 1 (2nd May 2027)	Travel to KL	SMU Faculty + Students

Day 2 (3rd May 2027)	Meet and Greet and Company tour Consultation session with the client	SMU & Taylor's University Students + Client Sponsor
Day 3 (4th May 2027)	Students to kick-start the project. Conduct secondary and primary market research about the company, industry, and competition.	SMU & Taylor's University Students
Day 4 (5th May 2027)	Company visits; students to work on project: Gather customer insights	SMU & Taylor's University Students
Day 5 (6th May 2027)	Consultation with Client Sponsor	SMU & Taylor's University Students + Client Sponsor
Day 6 (7th May 2027)	Joint Collaboration University visit	SMU & Taylor's University Faculty & Students
Day 7 (8th May 2027)	Cultural Tour	SMU & Taylor's University Students
Day 8 (9th May 2027)	R & R	SMU Students
Day 9 (10th May 2027)	Consultation with Profs	SMU & Taylor's University Students

Day 10 (11th May 2027)	Final Presentation	SMU & Taylor's University Students
Day 11 (12th May 2027)	Travel back to Singapore	SMU Faculty + Students

Recommended Textbooks and Readings

Required textbook:

The Invincible Company by *Alex Osterwalder, Yves Pigneur, Fred Etienne & Alan Smith (2020)*, John Wiley & Sons

Other Information

DESTINATION AND DURATION

Kuala Lumpur City (estimated Sunday 2nd May 2027 to Wed 12th May 2027 (approx. 10 days)).

PROJECT BASED LEARNING

Each team will work with an overseas client based on a real-life project. The instructor will play an active role in the project selection. In your team, you will get to assess the digital readiness, identify the right business problems, uncover new or untapped markets, and innovate and develop digital business strategy or solutions.

While learning new frameworks, you can apply your knowledge from other courses in the BBM curriculum to address the overseas client's business challenge. In this respect, we will be using the portfolio map, digital business transformation, customer acquisition & retention with digital marketing etc.

Depending on the nature of your project, you will need to fulfil a set of criteria (Please refer to the detailed Rubrics).

CLASS TIMINGS

This course is taught in 7 sessions with 3h 15 min for each session.

CHANGES

The aim is to keep the curriculum and schedule as close to its original state as possible. However, changes and updates are to be expected. Where possible, I will do my best to provide you with sufficient time to react to these changes

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 offence.

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>.

Responsible Use of AI

The University recognises the importance of equipping students with the skills to navigate an AI-driven world. While AI tools may support learning, they must be used judiciously and responsibly. Students must not present AI-generated output as their own work.

Each course may set specific guidelines on the use of AI in assessments. Students are required to follow these guidelines carefully and should seek clarification from the instructors if uncertain.

Misuse of AI constitutes a breach of academic integrity and will be subject to the same penalties as other acts of academic dishonesty.

Copyright Notice

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Accessibility

SMU strives to make learning experiences accessible for all. Students who anticipate or experience physical or academic barriers due to disability are encouraged to inform the course instructor as soon as possible. Students may also contact the university's disability services team if they 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.

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.