**MG-585 Business Strategy and Policy**

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| Program: | MBA (P) |
| Section: | A |
| Semester: | Spring 2023 |
| Course Pre-requisites: | MG-545,MK-585, AF-585 |
| Credit Hours: | 3 |
| Course Type: | In Person |
| Venue/Day/Time: | Monday / Slot 5 & 6 / 2:00 pm-4:45 pm |
| Course URL (if any): | https://lms.umt.edu.pk/course/view.php?id=18697 |

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| **Course Description:** |
| Greatest challenge faced by organizations today is how to *strategically manage* themselves by understanding the dynamics of *environmental change,* organizational *capabilities* and their interaction with appropriate business strategies and policies. The course will help participants understand how the pivotal links are created in managing an overall organization *through external adaptation and internal integration*. It will bring to light the dynamics of *industry forces* and will focus on how to foster growth and *sustain competitive advantage* by aligning resources and strategies in a coordinated, synergistic and integrated manner at the *corporate level, business unit level and functional level*. All this will be centric towards an *international*&*indigenous* perspective. |

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| **Course Teaching Methodology:** |
| A mixed method pedagogy will be adopted to highlight theoretical concepts to the real-world situations. These methods will comprise of lectures, case studies,text content, discussions, class activities, articles, real life situations, presentations and other formative and summative assessments. In-class activities will also be conducted and debriefs on each will be proved by the resource person. The course teaching methodology is designed in a manner that each session’s learning outcomes can be linked to the achievement of the overall course objectives and eventual program objectives. Specially the methodologies will include (But not limited to):   1. Lectures and discussions 2. Case study 3. Self-assessment exercises 4. Formative and summative assessments 5. Case study centric final project. |

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| **Program Educational Objectives (POs):** | |
| PO-1 | To inculcate reasoning, critical analytical, problem-solving, and decision-making skills. |
| PO-2 | To provide real-life work experiences. |
| PO-3 | To provide opportunities to network with employers and entrepreneurs |
| PO-4 | To develop future leaders, managers, and entrepreneurs for the digital and globalized world. |
| PO-5 | To develop effective presentation, oral, and written communication skills. |
| PO-6 | To expose students to the important social, environmental, economic and ethical issues |

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| **Program Learning Objectives (PLOs):** | | |
|  | | **Mapping the PLOs with POs** |
| PLO-1 | Critically analyze complex business situations and make appropriate decisions | PO1, PO6 |
| PLO-2 | Successfully negotiate with the challenging work demands. | PO6 |
| PLO-3 | Apply organizational theories, models, and frameworks to the real-world business situations to solve managerial issues. | PO1, PO6 |
| PLO-4 | Communicate effectively and efficiently and deliver professional business presentations. | PO5 |
| PLO-5 | Analyze and evaluate market opportunities and develop viable business plans | PO2, PO6, PO1 |
| PLO-6 | Use digital technologies and data analytics tools to make informed decisions | PO4 |
| PLO-7 | Undertake industry-based projects through interaction with business leaders and entrepreneurs. | PO2, PO5, PO4 |

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| **Course Objectives (COs)** | |
| CO-1 | Develop a thorough understanding of the Business Strategy and Policy Framework by studying various models and matrices and applying different tools to identify various problems and provide solutions in real world scenarios. |
| CO-2 | Evaluate and anticipate the impact of environmental variables (both *Macro and Industry*) and extract pertinent opportunities or threats from it so that sustainability can be achieved. |
| CO-3 | Understand the nature & philosophy of *corporate intent* (Vision, Mission, Policy, Goals & objectives) and learn the art of strategy *formulation, implementation and control* procedures in light of company’s policy and changing competitive environment. |
| CO-4 | Recognize the importance of Policy, Structure and the financial attributes of a firm and their role in the overall strategic plan especially in the indigenous and international environment. |
| CO-5 | Develop strategies at the *Corporate Level and Business Unit Level* for a firm. |

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| **Course Learning Outcomes (CLOs):**  **After completing this course, students shall be able to:** | | |
|  | | **Mapping the CLOs with PLOs** |
| CLO-1 | To clearly comprehend the Strategic Management Process (SMP) | PLO1, PLO3 |
| CLO-2 | Perform a rigorous analysis of a company's strategic direction using case and real-life scenarios. | PLO3, PLO5, PLO7 |
| CLO-3 | Develop critical thinking for problem solving and opportunity capitalization in a given business situation | PLO5, PLO6, PLO7 |
| CLO-4 | Analyze and evaluate all the steps for the proper alignment of financial and non-financial resources within a company's strategic plan. | PLO1 |
| CLO-5 | Use an array of multiple strategic tools to assess and analyze the business environment of a firm and identify and select strategic alternatives for a single or multi-business organization. | PLO5, PLO3,  PLO1 |

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| **Assurance of Learning and Assessment Items:**  *Specify Assessment Items that will assure student learning through application and achieve objectives of specific PLOs / COs / CLOs* | |
| **Assessment Item** | **Application/ Objectives**  **PLO / CO / CLO** |
| Quizzes (n -1) | [PLO: 1, 3, 5] [CO: 1, 2, 3, 5] [CLO: 1, 2, 3] |
| Mid Term | [PLO: 1, 3, 5] [CO: 1, 2 ] [CLO: 1, 2, 3] |
| Class Participation | [PLO: 4, 7] [CO: 1] [CLO: 1] |
| Final Project Case | [PLO: 4, 7] [CO: 1] [CLO: 1] |
| Case Study & Discussion | [PLO: 1, 2, 3, 4, 5,7] [CO: 1, 2, 3, 4, 5] [CLO:2, 3] |
| Final exam | [PLO: 1, 3, 4, 5] [CO: 1, 2, 3, 4, 5] [CLO:1, 2, 3, 4] |

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| **Assessment Structure and Grading Policy\*:** | | |
| **Assessment Item** | **Weight (%)** | **Execution Plan** |
| Quizzes (n -1) | 10% | 05 (n, -1), After every 03 topics covered. |
| Class Activities | 05% | 07 (plus) activities in Lecture Sessions |
| Mid-term exam | 20% | One-time assessment |
| Class Participation | 05% | Ongoing through the semester |
| Final Project [Case] | 15% | Case Competition + Defense |
| Case Study & Discussion | 15% | 04 cases + WACs + in class graded discussion |
| Final exam | 30% | 1-time assessment-Case Based-Open Book |
| **Total** | **100** |  |

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| **Notes – Norms and Important Class Policies:**  *(such as submission guidelines, academic honesty, make-up policy, code of conduct)*  Students are required to read and understand all items outlined in the participant handbook   * **Be On Time**   After 10 minutes past the assigned time, you will be marked absent.   * **Attendance**   A minimum of 80% attendance is required for a participant to be eligible to pass the course. This means that 06 sessions (1 Hours 15 Minutes) each are allowed. If the participant is absent in the 7th Session, it will result in SA Grade.   * **Class Participation**   Just being present in class does not count for CP, nor does a simple Yes/No answer constitutes it. CP marks are awarded when the participant provides **thoughtful, cohesive and intellectually stimulating arguments, reasoning, opinions, discussions answers** etc. This can be achieved when the participant comes prepared by studying all Reading Materials [RM} in advance.   * **Turnoff Your Mobile Phones!**   It is unprofessional to be texting or otherwise   * **Moodle**   Participants should regularly visit the course website on MOODLE Course Management system, and fully benefit from its capabilities. UMT –LMS (Moodle) is an Open-Source Course Management System (CMS), also known as a learning Management System (LMS). Participants should regularly visit the course website on MOODLE Course Management system, and fully benefit from its capabilities. If you are facing any problem using Moodle, visit <http://oit.umt.edu.pk/moodle>. For further query send your queries to [moodle@umt.edu.pk](mailto:moodle@umt.edu.pk).   * **Sexual Harassment**   Sexual or any other harassment is prohibited and is constituted as punishable offence. Sexual or any other harassment of any participant will not be tolerated. Read participants handbook for details.   * **Submissions**   All assignments, quizzes, case reports, other groups work and final project will be submitted electronically on their respective cutoff date and time on Moodle. Make sure your Moodle is open and there is no blockage due to nonpayment of fee or any other reason. All assignments/other submissions should include 1 formal title page. Sample of both have been uploaded on Moodle.   * **Email Policy**   READ YOUR EMAILS! You are responsible if you miss a deadline because you did not read your email. Participants should regularly check their university emails accounts regularly and respond accordingly. If your UMT ID is blocked (due to any reason) your deliverables will not be having any sort of retake or resubmission, or submission through any other means (e.g. manual or email etc.) The only platform for deliverables is strictly Moodle.   * **Class Attendance Policy**   A minimum of 80% attendance is required for a participant to be eligible to sit in the final examination. Being sick and going to weddings are absences and will not be counted as present. You have the opportunity to use 6 absences out of 30 classes. Participants with less than 80% of attendance in a course will not be allowed to take end term exams. International students who will be leaving for visa during semester should not use any days off except for visa trip. Otherwise, they could reach short attendance.   * **Use of Unfair Means/Honesty Policy**   Any participant found using unfair means or assisting another participant during a class test/quiz, assignments, WACs or examination would be liable to disciplinary action.   * **Plagiarism Policy** All students are required to attach a “Turnitin” report on every assignment, big or small. Any student who attempts to bypass “Turnitin” will receive “F” grade which will count towards the CGPA. The participants submit the plagiarism report to the resource person with every assignment, report, project, thesis etc. If student attempts to cheat Turnitin, he/she will receive a second “F” that will count towards the CGPA. There are special rules on plagiarism for final reports etc. all outlined in your handbook. * **Withdraw Policy**   Students may withdraw from a course till the end of the 12th week of the semester. Consequently, grade W will be awarded to the student which shall have no impact on the calculation of the GPA of the student. A Student withdrawing after the 12th week shall be automatically awarded “F” grade which shall count in the GPA.   * **Communication of Results**   The results of quizzes, midterms and assignments are communicated to the participants during the semester and answer books are returned to them. It is the responsibility of the course instructor to keep the participants informed about his/her progress during the semester. The course instructor will inform a participant at least one week before the final examination related to his or her performance in the course.Keep visiting your Students Course Portal on ERP for regular updates of feedback marks. |

*\*Rubrics for all assessments (including mid and final exams) will also be provided to the students.*

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| **Weekly Sessions Plan:** | | | | |
| **Week** | | **Topics / Contents** | **Activity** | **Application/Objectives [PLO / CO / CLO]** |
| 1 | | Course introduction   * Recourse Person Introduction * Testing The Waters * Discussion on course vision & objectives * Setting ground rules | * Introductions * Ice Breaking * **Activity1: What is Strategy** * Video: <https://www.youtube.com/watch?v=efn7BZ-u8kM> * [***https://www.youtube.com/watch?v=4L4MvDjOu3k***](https://www.youtube.com/watch?v=4L4MvDjOu3k) * RM: What is Strategic Management * Summary course outline & session topics | * Setting the context * Course Outline review * Understand the over view of SMP * Highlight the importance of business environment   **[PLO: 3], [CO: 1], [CLO:1, 4]** |
| 2 | | Topic # 1: **Strategic Management: Creating Competitive Advantage**   1. Strategic Management Process 2. Strategic Management Perspective 3. Coherence in Strategic Direction | * ***Practice Case-Nelson Nursary*** * Scenario: Coke Vs. Pepsi * RM: Strategy and Strategist * <https://www.youtube.com/watch?v=BnNW5VViGJs> * [https://www.youtube.com/watch?v=5\_Uu1f0tSa***k***](https://www.youtube.com/watch?v=5_Uu1f0tSak) | * Comprehend the nature of Competitive advantages. * Understand the theory of competition and co-relate with the Theory of Competitive advantage.   **[PLO: 1, 3, 5], [CO: 1, 4], [CLO:2, 4, 5]** |
| 3 | | Topic # 1:**Strategic Management: Creating Competitive Advantage *Continued***   1. Attacking Cases Case Study 2. Elements of Case Analysis 3. Writing a WAC | * <https://www.youtube.com/watch?v=fDuNasEU0-A&t=152s> * RM (PPT): How to solve case studies * RM: Strategy and the Strategist * Video 1: Inside HBS | * Recognize the role of Operations and Sustained competitive advantage * Analyze drivers that lead to competitive advantage and sustainability * Understand various components of case analysis & WAC Be able to attack case studies   **[PLO: 1, 3, 5,], [CO: 1, 4], [CLO:2, 4, 5]** |
| 4 | | Topic # 2:**Analyzing the External Environment of the Firm**   1. Creating the Environmentally Aware Organization 2. The General Environment-DEEP-LIST 3. The Competitive Environment 4. The industry concept of competition through Porters 5 Forces Model | * Activity: Template 1-DEEPLIST * Activity: Template 2-Porters 5 Forces * RM: Rating Five Forces Model (Likert Scale) * [***https://www.youtube.com/watch?v=ehSQR6oMBHA***](https://www.youtube.com/watch?v=ehSQR6oMBHA) * [***https://www.youtube.com/watch?v=lPHruQHAECw***](https://www.youtube.com/watch?v=lPHruQHAECw) * ***Quiz # 1*** | * Analyze the Macro and Micro environments of a firm. * Understanding the attributes and extracting industry positioning through the five industry forces that drive industry competition   **[PLO: 1, 5, 7], [CO: 1,3,5], [CLO:2, 3, 5]** |
| 5 | | Topic # 2: Continued:**Analyzing the External Environment of the Firm**  ***Continued***   1. Strategic Groups within Industries 2. Key Success factors | * Activity: Strategic Group Mapping * **Activity:** Template-KSF * **Activity:** Template-EFE * [**https://www.youtube.com/watch?v=LxJJ7Mw7rmQ**](https://www.youtube.com/watch?v=LxJJ7Mw7rmQ) * [**https://www.youtube.com/watch?v=ek1nlDJjUWg**](https://www.youtube.com/watch?v=ek1nlDJjUWg) * **RM:** Marketing Analysis Toolkit (HBR) | * Undergo Strategic Group Mapping * Being able to extract KSFs * Recognize the importance of positioning one’s own firm with various strategic groups   **[PLO: 1, 5, 7], [CO: 1,3,5], [CLO: 2, 3, 5]** |
| 6 | | Case Analysis 1:  **Toys R Us Canada: Is Play Time Over** | * **Activity:** Open discussion on case study * Application of Templates on Case * ***Quiz # 2*** | * Formulating a written case analysis based on strategic tools covered * Apply methods, tools and analysis to solve the case study   **[PLO: 1,2, 4, 7], [CO: 1.3,5], [CLO: 2,5]** |
| 7 | | **MID TERM** | * All Topics Covered till session 6 * Implied and Application Questions. | **[PLO: 1,3], [CO: 1,2,3,4], [CLO: 2, 3 4]** |
| 8 | | Topic # 3:**Assessing the Internal Environment of The Firm**   1. The Value Chain Analysis 2. Primary & Support activities 3. Interrelationships among VC activities within & across organizations **(pg. 107-108)** 4. The Resource Based View of Firm 5. Types of resources 6. Resources and SCA (VRIN) | * **Activity:** Template5 * **Activity:** Template 6 (a & b) * **Activity:** Template 7 * **Activity:** Template 8 * <https://www.youtube.com/watch?v=pc6wvq7jlRg> * RM: The Value Chain * <https://www.youtube.com/watch?v=owQzo82ac_M> * <https://www.youtube.com/watch?v=hEeVocMBHHQ> * RM-Resource Based View of the Firm | * Construct a Value Chain for the firm * Identify P+ & P- for primary and support activities in VCA. * Identify idiosyncratic resources of firm * Link firm’s resources &RBV theory. * Perform Vertical and horizontal financial analysis * Be able to compute 24 financial ratios based on financial statements.   **[PLO: 4, 5], [CO: 2, 5], [CLO: 1,3, 4, 5]** |
|  | | TOPIC # 3: **assessing the internal environment of the firm [Cont]**   1. Evaluating the Firms Performance 2. Financial Ratio Analysis 3. CPM 4. Construct IFE 5. TOWS Analysis | * Activity: Template 9 * Activity: Template 10 * Activity: Template 12 | * Be able to construct an IFE framework * Develop a Competitive Profile Matrix * Be able to Prepare a TOWS framework and identifying Resultant Strategies   **[PLO: 4, 5], [CO: 2, 5], [CLO: 1,3, 4, 5]** |
| 9 | | Case Analysis 2***:* KNN Chicken** | * **Activity:** Open discussion on case study * Application of Templates on Case | * Formulating a written case analysis based on strategic tools covered * Apply methods, tools and analysis to solve the case study   **[PLO: 1,2, 4], [CO: 1.3,5], [CLO: 2,5]** |
| 10 | Topic # 4: **Chapter 5-Creating and Sustaining Competitive Advantages** Generic Strategies & PLC  1. Types of Competitive Advantage: Generic Strategies 2. Cost Leadership 3. Differentiation 4. Focus&Combination Strategy | | * RM: Porters Generic Strategies * [***https://www.youtube.com/watch?v=rBNUGPRKmeg***](https://www.youtube.com/watch?v=rBNUGPRKmeg) * ***Quiz # 3*** | * Correlate generic strategies with value chain and the industry forces model * Correlate generic strategies for SBU’s to compete in their given industry segments * Craft strategies according to stage of Industry lifecycle (domestic& international   **[PLO: 1,2], [CO: 1,3, 5], [CLO: 2, 3, 5]** |
| 11 | Case Analysis 3***:* Student Biryani: Glory to Glitches** | | * **Activity:** Open discussion on case study * Application of Templates on Case * Submission of WAC | * Formulating a written case analysis based on strategic tools covered * Apply methods, tools and analysis to solve the case study * **[PLO: 1,2, 4], [CO: 1.3,5], [CLO: 2,5]** |
| 12 | Case Analysis 3***:* Student Biryani: Glory to Glitches[Continued]** | | * **Activity:** Open discussion on case study * Application of Templates on Case * Submission of WAC * ***Quiz # 4*** | * Formulating a written case analysis based on strategic tools covered * Apply methods, tools and analysis to solve the case study * **[PLO: 1,2, 4], [CO: 1.3,5], [CLO: 2,5]** |
| 13 | Topic # 5:**Corporate Level Strategies**   1. Diversification Strategies 2. Related (Concentric) Diversification 3. Unrelated (conglomerate) 4. Means to achieve diversification    1. International Mergers and Acquisitions’    2. Strategic International Alliances and Joint Ventures | | * RM: Developing growth strategies to become a market leader * **Activity:**A List to Collect * <https://www.youtube.com/watch?v=EWNZa4s0vlU> | * Differentiate and compare Related Vs. Unrelated diversification * Conceptualize the correlation of Vertical and Horizontal relationships of the Corporate parent with SBU’s * Understand the role of Corporate Parenting   **[PLO: 3,7], [CO: 1], [CLO: 1, 4]** |
| 14 | Presentations Day 1:Case Competition | | * Presentations Followed by Q&A and/or Viva | * All CO’s & All CLO’s |
| 15 | Presentations Day 2:Case Competition | | * Presentations Followed by Q&A and/or Viva * ***Quiz # 5*** | * All CO’s & All CLO’s |
|  | ***Final Term Examination as per official Date sheet*** | | | |

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| **Primary Text Book (s):** |
| 1. **Strategic Management** (Text and Cases) by *Dess, Lumpkin, Eisner*. 3rd Edition, McGraw Hill International Edition. (***course pack***) 2. **Selected Case Studies from HBS (*Will be uploaded on Moodle*)** 3. **Crafting and Executing Strategy**. The Quest for Competitive Advantage (Concepts and Cases) 15th Edition, by Arthur A. THOMPSON Jr, A.J, STRICKLANDIII, John E. GAMBLE. McGraw-Hill Irwin |

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| **Reference / Supplementary Reading (s):** |
| 1. Strategic Management: Concepts & Cases: by Fred R. David, 12thEdition. Pearson Prentice Hall 2009. 2. Barney, J. B., &Hesterly, W.S. (2020). *Strategic Management and Competitive Advantage Concepts* (6th ed.) Pearson Education Limited. |

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| **Useful Online / Web Resources:** |
| * Moodle: [www.moodle.umt.edu.pk](http://www.moodle.umt.edu.pk) * <https://online.hbs.edu/blog/post/strategy-execution> |

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| **Rubric For Written Analysis of Case** | | | | | |
| **Category** | Exemplary (4) | Proficient (3) | Developing (2) | Beginning ( 1 or 0) | Pts. |
| **Explanation of issues** | Issue/problem to be considered critically is stated clearly and described comprehensively, delivering all relevant information necessary for full understanding. | Issue/problem to be considered critically is stated, described, and clarified so that understanding is not seriously impeded by omissions. | Issue/problem to be considered critically is stated but description leaves some terms undefined, ambiguities unexplored, boundaries undetermined, and/or backgrounds unknown. | Issue/problem to be considered critically is stated without clarification or description. |  |
| **Evidence (Selecting and using information to investigate a point of view or conclusion)** | Information is taken from source(s) with enough interpretation/evaluation to develop a comprehensive analysis or synthesis. Viewpoints of experts are questioned thoroughly. | Information is taken from source(s) with enough interpretation/evaluation to develop a coherent analysis or synthesis. Viewpoints of experts are subject to questioning. | Information is taken from source(s) with some interpretation/evaluation, but not enough to develop a coherent analysis or Viewpoints of experts are taken as mostly fact, with little questioning. | Information is taken from source(s) without any interpretation/evaluation. Viewpoints of experts are taken as fact, without question. |  |
| **Influence of context and assumptions** | Thoroughly (systematically and methodically) analyzes own and others’ assumptions and carefully evaluates the relevance of contexts when presenting a position. | Identifies own and others’ assumptions and several relevant contexts when presenting a position. | Questions some assumptions. Identifies several relevant contexts when presenting a position. May be more aware of others’ assumptions than one’s own (or vice versa). | Shows an emerging awareness of present assumptions (sometimes labels assertions as assumptions). Begins to identify some contexts when presenting a position. |  |
| **Student’s position (perspective, thesis/ hypothesis)** | Specific position (perspective, thesis/hypothesis) is imaginative, taking into account the complexities of an issue. Limits of position (perspective, thesis/ hypothesis) are acknowledged. Others’ points of view and assumptions are synthesized within position (perspective, thesis/hypothesis). | Specific position (perspective, thesis/hypothesis) takes into account the complexities of an issue. Others’ points of view and assumptions are acknowledged within position(perspective, thesis/hypothesis). | Specific position (perspective, thesis/hypothesis) acknowledges different sides of an issue. | Specific position (perspective, thesis/hypothesis) is stated, but is simplistic and obvious. |  |
| **Innovative Thinking Novelty or uniqueness (of idea, claim, question, form, etc.)** | Extends a novel or unique idea, question, format, or product to create new knowledge or knowledge that crosses boundaries. | Creates a novel or unique idea, question, format, or product. | Experiments with creating a novel or unique idea, question, format, or product. | Reformulates a collection of available ideas. |  |
| **Conclusions and related outcomes (implications and consequences)** | Conclusions and related outcomes (consequences and implications) are logical and reflect student’s informed evaluation and ability to place evidence and perspectives discussed in priority order. | Conclusion is logically tied to a range of information, including opposing viewpoints; related outcomes (consequences and implications) are identified clearly. | Conclusion is logically tied to information (because information is chosen to fit the desired conclusion); some related outcomes (consequences and implications) are identified clearly. | Conclusion is inconsistently tied to some of the information discussed; related outcomes (consequences and implications) are oversimplified. |  |
| Comments: |  | | | | |