**MG-585 Business Strategy and Policy**

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| Resource Person: | Assistant Professor Aly Raza Syed |
| Email: | aly.raza@umt.edu.pk |
| Contact Hours: | 6:30 pm- 9:15 pm |
| Office Address: | CRM Office-MBA Corridor, HSM North Block-Main Building, UMT Main Campus [Ext: 3388] |
| Program: | MBA (P) |
| Section: | G |
| Semester: |  Spring 2024 |
| Course Pre-requisites: | MG-545, MK-585, AF-585  |
| Credit Hours: | 3 |
| Course Type: | In Person |
| Venue/Day/Time: | MC-03/Monday / Slot 8 / 6:30 pm-9:15 pm |
| Course URL (if any): | TBA |

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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 Learning Outcomes (PLOs): MBA****After completing this degree program, students shall be able to:** |
| PLO1 | Apply and evaluate business plans and strategies in response to changing market conditions and unforeseen challenges. |
| PLO2 | Apply business theories and principles to real-world business challenges, demonstrating the ability to transfer knowledge into workplace settings.  |
| PLO3 | Apply effective communication skills to convey ideas, proposals, and solutions.  |
| PLO4 | Analyze local &global business environments to formulate business strategies. |
| PLO5 | Apply technology and analyze the impact of digital transformation on business operations and competitiveness. |
| PLO6 | Evaluate the ethical and social responsibility implications of business decisions and practices, considering their broader societal impacts. |

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| **Course Learning Outcomes (CLOs):****After completing this course, students shall be able to:** |
|  | **Mapping with PLOs** | **Learning Domain Level** |
| CLO-1 | **Analyze** the Strategic Management Process (SMP) | PLO 1 | L4 |
| CLO-2 | **Apply** rigorous analysis of a company's strategic direction by using case studies and real-life scenarios | PLO 2 | L3 |
| CLO-3 | **Evaluate** all the steps for the proper alignment of financial and non-financial resources within a company's strategic plan. | PLO 4 | L5 |
| CLO-4 | Use an array of multiple strategic tools to **evaluate** the business environment of a firm and implement strategic alternatives for a single or multi-business organization. | PLO 1 | L5 |

**CLO – PLO MAPPING**

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|  | **PLOs** |
| Apply and evaluate business plans and strategies in response to changing market conditions and unforeseen challenges. | Apply business theories and principles to real-world business challenges, demonstrating the ability to transfer knowledge into workplace settings.  | Apply effective communication skills to convey ideas, proposals, and solutions. | Analyze local & global business environments to formulate business strategies. | Apply technology and analyze the impact of digital transformation on business operations and competitiveness. | Evaluate the ethical and social responsibility implications of business decisions and practices, considering their broader societal impacts. |
| 1 | 2 | 3 | 4 | 5 | 6 |
| 1 | **L3** |  |  |  |  |  |
| 2 |  | **L4** |  |  |  |  |
| 3 |  |  |  | **L5** |  |  |
| 4 | **L5** |  |  |  |  |  |

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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****CLO** |
| Quizzes (n -1) | [CLO: 1, 2, 3, 4] |
| Mid Term | [CLO: 1, 2] |
| Class Participation | [CLO: 3, 4] |
| Final Project Case | [CLO: 3, 4] |
| Case Study & Discussion | [CLO: 2, 3] |
| Final exam | [CLO: 3, 4] |

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| **Assessment Structure and Grading Policy\*:** |
| **Assessment Item** | **Weight (%)** | **Execution Plan** |
| Quizzes (n -1) | 15% | 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 | 10% | Ongoing through the semester |
| Case Study & Discussion | 20% | 03 cases + WACs + in class graded discussion |
| Project Presentation & Report | 20% | Case Defense  |
| Final Project Viva | 10% | Individual Viva |
| **Total**  | **100** |  |

**Notes – Norms and Important Class Policies:**

**Be On Time**

**Class Policy**: You are required to be in class at the assigned time. If you arrive more than ten minutes late, you will be marked absent.

* **Email Policy**: You will be responsible if you miss a deadline because you did not read your email. Participants should regularly check their University email account.
* **Class Attendance Policy**: A minimum 80% attendance is required for a participant to be eligible to sit in the final examination. Reporting sick and attending family functions (such as a wedding) will be considered as absent. Participants with less than 80% attendance in a course will be given grade ‘F’ (Fail) and will not be allowed to take the final exam. An ‘F’ grade will negatively impact student’s CGPA.
* **Mobile Policy**: Switch off your mobile phones while in class.
* Withdrawal Policy: Students may withdraw from a course till the end of the 12th week of the semester. In such a case, a grade ‘W’ will be awarded. A ‘W’ grade will not impact student’s CGPA. A student withdrawing after the 12th week will be awarded ‘F’ grade, which will negatively impact CGPA.
* **Harassment Policy**: Sexual or any other form of harassment through physical, verbal or electronic (mobile, email, etc.) means is constituted as punishable offence. Such actions will not be tolerated.
* **Use of Unfair Means/Honesty Policy**: Any participant found using unfair means or assisting another participant during a class test, quiz, assignment, examination, etc. will be liable for strict disciplinary action.
* **Plagiarism Policy**: Plagiarism is defined as the practice of taking someone else's work or ideas and passing them off as one's own. The participants will submit the plagiarism report to the resource person with every assignment, report, project, thesis, etc. A participant who fails to submit the ‘Turnitin’ report will receive ‘F’ grade that will count towards CGPA. If participants attempt to cheat ‘Turnitin,’ they will receive an additional ‘F’ that will count towards their CGPA. Look up the Student Handbook for further information on rules and regulations regarding plagiarism while submitting final report and other documents.

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|  | **Weekly Sessions Plan:** |  |
| **Week** | **Topics / Contents** | **Application/Objectives [CLO]** |
| 1 | Course introduction* Recourse Person Introduction
* Testing The Waters
* Introduction to SM
* **Activity1: What is Strategy**
* RM: What is Strategic Management
* Summary Course Outline
 | **[CLO:1, 4]** |
| 2 | Topic # 1: **Strategic Management: Creating Competitive Advantage**1. Strategic Management Process
2. Strategic Management Perspective
* ***Case 1 -Nelson Nursery***
* RM: Strategy and Strategist
 | **[CLO:2, 4]** |
| 3 | Topic # 1: **Attacking Cases Case Study*** RM (PPT): How to solve case studies
* RM (WORD): Steps to Solve a Case
* RM (WORD): ALL Templates
* ***Quiz # 1***
 | **[CLO:2, 4]** |
| 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 -Porters 5 Forces Model
* Activity: Template 1-DEEPLIST
* Activity: Template 2-Porters 5 Forces
* RM: Rating Five Forces Model (Likert Scale)
 | **[CLO:1, 2, 3]** |
| 5 | Topic # 2: Continued: **Analyzing External Environment of the Firm*****Continued***1. Strategic Groups within Industries
2. Key Success factors
3. 5 C’s Framework
4. EFE Analysis
* Activities: Strategic Group Mapping, KSF, Template-EFE, 5 C’s
* RM: Marketing Analysis Toolkit (HBR)
 | **[CLO: 1, 2, 3]** |
| 6 | Case Analysis 1: **TBA*** WAC 1 Due
* In Class Case Discussion [Graded]
* Application of Templates on Case
* ***Quiz # 2***
 | **[CLO: 1, 2]** |
| 7 | * **MID TERM**
* All Topics Covered
* Implied and Application Questions.
 | **[CLO: 3, 4]** |
| 8 | Topic # 3: **Assessing the Internal Environment of The Firm**1. The Value Chain Analysis
2. Interrelationships among VC activities **(pg. 107-108)**
3. The Resource Based View of Firm
* Resources and SCA (VRIN)
* **Activity:** Template 5, 6 (a & b), 7, 8
* RM: The Value Chain, Resource Based View of the Firm
 | **[CLO: 1,3, 4]** |
|  | TOPIC # 3: **assessing the internal environment of the firm [Cont]**1. Evaluating the Firms Performance
2. Financial Ratio Analysis, CPM, IFE Analysis
* Activity: Template 9, 10, 12
 | **[CLO: 1,3, 4]** |
| 9 | Case Analysis 2***:* tba*** WAC 2 Due
* In Class Case Discussion [Graded]
* Application of Templates on Case
 | **[CLO: 1, 2]** |
| 10 | Topic # 4: **Chapter 5-Creating and Sustaining Competitive Advantages**1. Generic Strategies & PLC
2. Types of Competitive Advantage: Generic Strategies
3. Cost Leadership, Differentiation, Focus & Combination Strategy
* RM: Porters Generic Strategies
* ***Quiz # 3***
 | **[CLO: 1,4]** |
| 11 | Case Analysis 3***:* Service Typer Industries*** WAC 3 Due
* In Class Case Discussion [Graded]
* Application of Templates on Case
 | **[CLO: 2,3]** |
| 12 | Case Analysis 3***:* Service Typer Industries [Continued]*** In Class Case Discussion [Graded]
* Application of Templates on Case
* ***Quiz # 4***
 | **[CLO: 2,3]** |
| 13 | Topic # 5: **Corporate Level Strategies**1. Diversification Strategies
2. Related Diversification & Unrelated (conglomerate)
3. Means to achieve diversification
* Strategic International Alliances and Joint Ventures
* RM: Developing growth strategies to become a market leader
* **Activity:** A List to Collect
 |  **[CLO: 1, 4]** |
| 14 | Presentations Day 1: **Case Analysis*** Presentations Followed by Q&A and/or Viva
 | * All CO’s & All CLO’s
 |
| 15 | Presentations Day 2: **Case Analysis*** Presentations Followed by Q&A and/or Viva
* ***Quiz # 5***
 | * All CO’s & All CLO’s
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|  | ***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>
* [www.hbr.org](http://www.hbr.org)
* <https://www.udemy.com/topic/financial-modeling/>
* <https://www.coursera.org>
* [www.forbes.com](http://www.forbes.com)
* [www.mckinsey.com](http://www.mckinsey.com)
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| **CLOs** | **Direct Assessments** |
| QUIZ 1 | QUIZ 2 | QUIZ 3 | QUIZ 4 | Quiz 5 | CP Case 1 | CP Case 2 | CP Case 3 | WAC Case Study 1 | WAC Case Study 2 | WAC Case Study 3 | MIDTERM EXAM | Final Project | Class Participation |
| 1 | \* |  |  |  |  | \* |  |  | \* |  |  | \* |  | \* |
| 2 |  | \* |  |  | \* |  | \* |  |  | \* |  |  | \* | \* |
| 3 |  |  | \* |  |  |  |  | \* |  |  | \* | \* | \* | \* |
| 4 |  |  |  | \* |  |  | \* |  |  |  | \* |  | \* | \* |