



جامعة دبي
UNIVERSITY of DUBAI

COLLEGE OF BUSINESS ADMINISTRATION
MBA Course Syllabus- Term 3, April 2011

Course code & No.: MBA 645
Course Title: Strategic Management
Prerequisites: All Core Courses (MBA 600 to 630)
Faculty Member: Professor Ananth Rao
Contact Details: Email: arao@ud.ac.ae Phone: + 04-2072618
Class Hours: Time: 6.30PM to 9.30PM Days: Wednesday Room: MBA Lab
(if student can all agree to Prepone by 1 or 2 hours, I have no objections)
Office Hours: Time: 5.15 to 6.15PM Days: Wednesday Room: MBA office.

Brief Course Description: (As in UD Catalog)

The course is designed to integrate MBA Core Courses' work to the management of the firm at the Corporate and Strategic planning level. Hands on Simulation of business game at the MBA level and case analysis assure the student has mastered the tools, techniques & methods of the **Strategic Management Process**.

MBA Program Objectives (PO):

At the end of the MBA the student is expected to accomplish the following general (1 to 3) and management specific (4 to 5) learning goals

1. Capacity to think critically and communicate effectively as managers (through demonstrating effective professional oral & writing for business and making persuasive presentations at a managerial level).
2. Capacity to work in and lead dynamic international and UAE organizational situations in business and management concept (through demonstrating effective leadership in a team setting, work effectively as a member of a work team, produce quality deliverables from team work)
3. Capacity to adapt and innovate to solve problems, to cope with unforeseen events, and to manage in unpredictable environments (through effective use of quantitative and qualitative analytical tools, make and justify a recommendation).
4. Capacity to analyze ethical situations and justify alternatives across areas of concentrations.
5. Capacity to adapt, apply and analyze knowledge in new and unfamiliar circumstances (through a conceptual understanding of relevant inter- disciplines)

Course Objectives (CO): Upon completion of this course, students should be able to:

1. Assess organization's internal & external environment.
2. Formulate and implement strategies for long-term competitive performance of firms

Course Learning Outcomes (CLO):

Upon completion of this course, students should be able to demonstrate the following outcomes (With linkage to CO):

1. **Assess** the internal & external environment of business using SWOT analysis and Porter's Five Force analysis.
2. **Develop** a strategic plan to achieve the mission & vision of the organization in UAE/GCC/MENA.
3. **Formulate** short-term and long-term strategies to implement the strategic plan in UAE/GCC/MENA.
4. **Evaluate** and **Justify** competitive strategies in UAE/GCC/MENA.
5. **Present** strategic audit of a simulated Company in UAE/GCC/MENA using performance metric to measure success of achieving organization mission.

Blooms Taxonomy

(The following levels of Bloom's taxonomy have been used while developing the above CLO)

Bloom's level	3.Application (AP)	4. Analysis (AN)	5. Synthesis (S)	6.Evaluation (E)
CLO #	1,2	3	-	4,5

CLO Mapping & Assessment Scheme:

CLO	Linked to CO	Linked to MBA PO	Class Work (70%)		Final exam (30%)
			Individual	Group	
1	1	3			9
2	1	3		20% UAE CO.	
3	2	3		10-Capsim report	6
4	2	5	20 (Comp-XM)		9
5	2	5	10 (Str.audit)		6
				10 Capsim Presentation)	
			30	40	30

The course is assessed by a combination of class work (assignments/ quizzes, group work, simulations), and an examination. Class work constitutes 70% of the course grade and one examination at the end constitutes 30% of the course grade. Each course grade is distributed as under:

% Marks	Grade	Quality Points
> 95	A	4.0
90-94	A-	3.7
87-89	B+	3.5
83-86	B	3.0
80-82	B-	2.7
Below 80	F (Fail)	0

Case Assignment

The instructor will assign a set of 2 cases from different sources with adaptation to the local environment of UAE. These cases will be used as part of group assignments. At least one group assignment will require class presentation. Each individual case will deal with a management problem that is designed to reflect the characteristics of the local environment (UAE/GCC). Each case will require data analysis, interpretation, and recommendations to management. Each student is expected to spend about 105 hour's out-of-class time on readings, cases, and problem solving as follows:

Out-of-Class Time

Assignments and Cases	Approximate Out-of-Class Time
CLOs # 1, 2 & 3 (Simulation)	50 hours
CLOs # 4 & 5 (Comprehensive Exams & Strategic Audit of cases)	55 hours

Teaching Methods: Teaching methods used in this course are Interactive learning, Case studies, Capstone Business Simulation "Team member guide" & associated student software.

Use of Modern Instructional Technology: Extensive use of simulation through www.capsim.com for MBA.

Weekly/Daily Teaching Plan

Day/Week	Class Objectives	Hand outs	Chapter Objectives	Assignment /Readings	Outside class activity
1	Introduction to Capsim GAME, registration & practice.	1 & 2	Rehearsal, and Competition rounds	Chapter 1 Chapter 2	Read team member's guide on Capsim. Do tutorials and rehearsals
2	-Start game -Basic concepts of Strategic Management	3*	Identify the steps involved in Strategic Management Process	Case-Ethics-Ch.3	Make R1 decision. After 3 days make R2 decision
3	-Corporate Governance, Ethics & Social Responsibility -Environmental scanning & Industry Analysis	4,5	Analyze ethical behavior of Managers and Board of Directors Perform industry analysis	Do end of Chapter case	Make R3 decision. After 3 days make R4 decision
4	-External Scanning: Organizational Analysis -Internal Scanning: organizational	6,7	-Perform O & T analysis (EFAS) -Perform S & W analysis	Perform EFAS of the case in Ch.5 Perform IFAS of	Make R5 decision. After 3 days make R6 decision

	Analysis		(IFAS)	the case in Ch.6	
5	Strategy Formulation – Integrate international issues	8,9	Analyze competitive strategies (SFAS) Evaluate strategic alternatives	Perform SFAS of the Round 5 Assign cases from the book	Make R7 decision. After 3 days make R8 decision
6	Strategy Formulation: Functional Strategy and Strategic Choice	Appendix & 10	Formulate, implement, evaluate and control strategies		Start Comp-XM exam after the break in the class-R1, R2
7		1-10	Formulate, implement, evaluate and control strategies	Make Case presentations in the first session	Start Comp-XM exam after the break in the class-R3, R4
8	Strategic audit of cases	1-10	Perform strategic audit	Make Case presentations in the first session	Start Comp-XM exam after the break in the class-R5
9			Present strategic audit report	Make Case presentations in the first session	
10			Make Team presentations of the Capsim		
Final Examination					

Educational Resources

Educational Resource	Description
Textbooks Required	Concepts in Strategic Management and Business Policy (12 th edition) by Thomas L .Wheelen, J. David Hunger, Prentice Hall, 2010, ISBN 013-702915-2
References:	Journals: Academy of Management Journal; Strategic Management Journal; Journal of Management; LRP; Organizational Dynamics; Journal of Business Strategies; Competitive Intelligence; HBR; The Economist

BUSINESS STRATEGY GAME.

The Business Strategy Game (BSG) is a computerized game of strategy. The class will be divided into 4-5 teams of 2-3 members in each team. Each team will run a separate BSG company in the same industry. Your team will be making decisions for your own company and competing directly against other student teams internationally and in Dubai.

The company you will manage has plants to operate, a work force to compensate, inventories to control, accounting and cost data to examine, capital expenditure decisions to make, marketing and sales campaigns to wage, shareholders to worry about, sales forecasts to consider, and fluctuations in interest rates and the stock market to take into account. Your team will consider these factors in light of an overall firm strategy that you decide upon.

Thus, the BSG allows you to apply your learning about business strategy to a competitive situation, gives you hands-on experience in analysis, judgment, and integrative decision-making in an internationally competitive arena. You must live with and deal with the consequences of your decisions.

BSG begins from the first week after the start of the term. Teams will make sets of decisions outside the class over the course of the semester – two sets each week with 3 days break in between. Grading for the BSG is based upon a variety of important firm performance measures, identified in your BSG Player's Manual. A major component of this is a "strategy score;" teams are advised to pay attention to dimensions that "win" strategy points.

You must register for this software online. UD has paid US \$53.99 for running this game.

A. TEAMWORK BSG requires effective teamwork among members of teams. The assumption is that teams will work together effectively, and that each member of the team will put forth an equal and dedicated level of effort. If a group decides that one of its members is not pulling his/her weight, it may recommend to "firing" that individual. Fired members will then need to operate a BSG company on their own and probably may also do a case paper entirely on their own. This would be a severe hardship, an almost "a failing grade" in the course. Therefore, cooperation and good team skills early on represent a much easier path to success.

B. COMP-XM: You are also evaluated through Comp-XM, which is an extension of BSG but tailored and assessed individually by administrators of Capsim at USA. This constitutes 20% of your total course grade wherein you will run 5

rounds of the business individually and you are entirely responsible for the performance and answer certain board questions based on your performance. This is a **direct measure of your integrated learning**.

Expectations of Students: High and challenging expectations exist for students within every aspect of the course. By possessing broader and deeper knowledge through extended coursework, students are expected to present sophisticated critical analyses, and a facile understanding and application of conceptual frameworks in all oral and written work. I expect that you will come to every class fully prepared to engage in substantive discussion. For class case-discussions, I expect you to excel in preparation, volunteerism, and clear presentation of your ideas. For written work I expect you to focus on clear analyses, and clarity of ideas and expression. Grading will be rigorous on these dimensions. **I will not tutor you in your BSG. There are plenty of tutorials to self learn in www.capsim.com . You should master them. But, I will provide access to Capsim reports containing each team's strengths and areas of improvement in each round soon after team decisions are made.**

Performance Evaluation: The nature of the material in this course does lend itself to answering complicated questions with justifications. There are however, no "right" or "wrong" answers on many issues; however, there are distinctions in quality of thought. **The quality of critical and reflective thinking, supported by evidence and information, will be the fundamental basis upon which your efforts will be evaluated.** By critical and reflective thinking, we mean an emphasis on, going beyond the facts and information as presented, to assumptions, which you believe are reasonably supported by facts, to conclusions and actionable recommendations based on assumptions, and to the performance implications of your recommendations over 8+5 rounds. You will earn higher grades to the extent that you increasingly address the following questions:

- Why do your actions create advantage?
- What are the implications of financial analysis you have performed?
- Why will your actions work in support of a particular type of strategy or advantage?
- What is the expected financial & performance impact of your strategic recommendations?

Broad generalizations do not cut ice in this course; we are interested in moving beyond superficial analysis. Good work in this course integrates the specifics of analysis with conceptual ideas, and moves to recommendations and estimated results.

Guidelines for BSG Work. Effective writing forms an integral part of the evaluation criteria. All BSG team report turned in must be word-processed and checked for plagiarism using student section of "Turnitin" software. Later, the instructor rechecks the submitted work using instructor's section of the same software. If any evidence of plagiarism is detected, disciplinary action as per the UD Policy will be taken. Succinct, high-impact work is valued. The simulated project report should be submitted by the teams on the 9th week of the term. The report is to be presented to the remaining teams on the 10th week for 10 minutes.

DESCRIPTION OF CASE WRITTEN WORK

CLASS CONTRIBUTION. This course emphasizes contribution, through participation and not mere attendance. Contribution is defined as making substantive analytical and conceptual arguments that drive a discussion deeper and broader, and which increase learning by all. Contribution is best exhibited by prepared students who take an issue and explore its causes, consequences, and the strategic, financial, and accounting ramifications in depth. Students who take the floor and work this agenda will receive high marks for contribution; those who offer sporadic snippets with little substantive content will not receive high marks. Part of the class contribution grade for each student will involve taking the lead in discussions during class. Lead students should begin with their own detailed analysis of the issues the case presents, using analytical frameworks from strategy and financial statement analysis (where appropriate). Lead students should then pose unresolved issues for the class and engender class discussion on these. The discussions should seek to outline alternatives available, the pros and cons of such alternatives, and arrive at a management decision. The individual handwritten cases and the Capstone team reports are assessed based on the following criteria:

INDIVIDUAL CASE PRESENTATION / CAPSTONE TEAM REPORT EVALUATION RUBRIC

SEC	CONTENT	Course Objective assessed	Max Marks (%)	STUDENT'S PERFORMANCE			Actual Marks	Moderator's Marks
				Below expected < 75% (E1)	Met expectation 75-85% (E2)	Exceeded expectation > 85% (E3)		
I	ORGANIZATION & PRESENTATION OF REPORT	35%						
	a. Length of report-Maximum 8 pages (excluding tables)		10					
	b. Organization & Structure of report (based on Strategic Audit Format)		10					
	- Paper has followed the strategic audit format							
	- The paper follows the assignment requirements/directions							
	- The paper uses paragraphs properly							
	c. Communication style & grammar	5	15					
	- The paper is clearly written using language appropriate for the assignment							
	- The paper contains few grammatical or punctuation errors (< 1-3 per page)							
	- The paper contains few spelling errors (< 1-3 per page)							
II.	CONTENT (A+B+C)	65%						
A.	Strategic Planning							
	a. Discussed current performance & Mission	2	5					
	b. Identified & Discussed Strengths	1	5					
	c. Identified & Discussed Weaknesses	1	5					
	d. Identified & Discussed Opportunities	1	5					
	e. Identified & Discussed Threats	1	5					
	f. Presented EFAS matrix?	1	8					
	g. Presented IFAS Matrix?	1	8					
B.	Presented Key (Strategic) Factors? (SFAS)	3	9					
	- The writer demonstrates full knowledge of the subject							
	- The writer responds fully to the issues raised in the assignment cover sheet							
	- The writer provides relevant and cogent analysis							
	- Ideas are well developed							
	- The analysis is supported by the arguments presented							
C.	Discussed Strategic alternatives?	4	15					
	Total (I+ II)	100%						

Your team schedules are as follows:

Schedule Rounds for (C42873)

Completed Schedule for Both Practice and Competition Rounds

Practice Rounds			
Round	Start Date	Stop Date	Process
1	04/13/11 9:00AM ST	04/14/11 9:00PM ST	Auto Process
2	04/14/11 9:00PM ST	04/15/11 9:00PM ST	Auto Process
3	04/15/11 9:00PM ST	04/16/11 9:00PM ST	Auto Process
4	04/16/11 9:00PM ST	04/17/11 9:00PM ST	Auto Process
5	04/17/11 9:00PM ST	04/18/11 9:00PM ST	Auto Process
6	04/18/11 9:00PM ST	04/19/11 9:00PM ST	Auto Process
7	04/19/11 9:00PM ST	04/20/11 9:00PM ST	Auto Process
8	04/20/11 9:00PM ST	at	
Competition Rounds			
Round	Start Date	Stop Date	Process
1	04/20/11 10:00PM ST	04/23/11 9:00PM ST	Auto Process
2	04/23/11 9:00PM ST	04/26/11 9:00PM ST	Auto Process
3	04/26/11 9:00PM ST	04/30/11 9:00PM ST	Auto Process
4	04/30/11 9:00PM ST	05/03/11 9:00PM ST	Auto Process
5	05/03/11 9:00PM ST	05/07/11 9:00PM ST	Auto Process
6	05/07/11 9:00PM ST	05/10/11 9:00PM ST	Auto Process
7	05/10/11 9:00PM ST	05/14/11 9:00PM ST	Auto Process
8	05/14/11 9:00PM ST	05/17/11 9:00PM ST	Auto Process