Strategy (MGT-865)

National University of Sciences & Technology

MBA 2K23

Course Details:

Course Title: Strategy **Credit Hours:** 3
Course Code: MGT-865 **Pre-requisite:**
Program: MBA 2K24 (A&B)

Course Description:

Otto Neurath succinctly describes the challenges faced by strategists, "We are like sailors who must rebuild their ship on the open sea, never able to dismantle it in dry-dock and to reconstruct it out of the best materials."

Also consider the following excerpt from The Economist, "No single subject has so dominated the attention of managers, consultants, and management theorists as the subject of corporate strategy. What is puzzling is the fact that the consultants and theorists cannot even agree on the most basic of questions; "What, precisely, is corporate strategy?"

For despite quite different, and strongly held, opinions on the nature of strategic management, many will acknowledge that it is principally concerned with a first-order question; How can we explain performance variations between and indeed also within organizations over time? In other words, why do some firms succeed where others fail? Why are certain firms able to sustain their economic profits while others see theirs rapidly evaporate? This course will address all such questions.

Strategy is a capstone course. It is expected that the participants of this course would be equipped with a certain degree of erudition and analytical faculties. I believe that students should be exposed to diverse strategic practices, multiple schools of thought and disparate analytical questioning. Such multi-pronged investigation leads to more wholesome and rounded understanding which is critical in developing business and strategic policies for a company.

Course Learning Outcomes:

CLO 1: Problematize issues in strategic management at firm, industry and country level through quantitative and qualitative analysis.
CLO 2: Assess the impact of financial, marketing, human resource, operational and legal policies on the success of a business.
CLO 3: Formulate functional, business, corporate and global level strategy by employing classical and contemporary techniques.
CLO 4: Exercise strategic decision making through experiential and simulated learning.
CLO 5: Contextualize economic, social, technological, political and demographic trends to the local environment of Pakistan.

Goals and Learning Objectives of MBA:

The Program Goals and Objectives for MBA are as follows.

Goal 1: Students will be capable of critical thinking
LO 1.1: Students will be able to solve problems with the application of business knowledge.
LO 1.2: Students will be able to evaluate competing decision criteria and alternatives.
Goal 2: Students will demonstrate leadership skills

LO 2.1: Students will be able to develop the ability to lead and manage in teams.
LO 2.2: Students will be able to make sound decisions.
Goal 3: Students will learn to communicate effectively
LO 3.1: Students will be able to communicate effectively in oral presentations.
LO 3.2: Student will be able to create professional reports.
Goal 4: Students will deal with the ethical dilemmas that arise in a business environment
LO 4.1: Students will be able to identify ethical concerns emanating from a business situation.
LO 4.2: Students will be able to apply ethical guidelines to address business problems by examining a set of alternatives

Mapping LOs with CLOs

The mapping of MBA Program Objectives with Course Learning Outcome is as follows.

Learning Objective	**LO 1.1**	**LO 1.2**	**LO 2.1**	**LO 2.2**	**LO 3.1**	**LO 3.2**	**LO 4.1**	**LO 4.2**	**Not mapped**	**Evaluation Item**
CLO 1	●									Mid &End Semester Exam
CLO 2		✓								Case
CLO 3				✓						Case
CLO 4				✓						Case
CLO5									X	Case

Note: ✓ indicates mapped and assessed CLO, ● indicates mapped but not assessed CLO, X indicates unmapped CLO

<u>Required Course Material:</u>

1. David, Fred R. 2009 onwards.
2. Johnson, Gerry and Kevin Scholes. 1993. Exploring Corporate Strategy. Prentice- Hall

<u>Course Evaluation:</u>

Grading will be done as per NBS criteria. The breakup of the grade points is as follows:

End Semester Exam	30%
Mid Semester Exam	15%
Final Project	20%
Case study discussion	20% (Lecture 11, 12, 13, 14, 15)
Quizzes	15%

<u>Weekly Schedule:</u>

Lecture	Topic	Readings and Activities	Aligned CLO's
Lecture 1	Intro	A discussion on Strategy: A History	**CLO 1**

Lecture 2	Intro	A discussion on Strategy: An Evolution	**CLO 1**
Lecture 3	Conceptual	Practic(ing) Strategy	**CLO 1**
Lecture 4	Conceptual	Some Intense Conversations: Core competence/Strategic intent/Emergence/Fall and rise of SP (HBR)	**CLO1**
Lecture 5	Conceptual	What is Reality: Honda A or B? (HBR)	**CLO 1**
lecture 6	Conceptual	Planning or Emergence: How manager's everyday decisions create or destroy company strategy. (HBR)	**CLO 1**
Lecture 7	Conceptual	A Functionalist definition of Strategy in Textbooks: What is strategic management? The Three strategy making Tasks (Fred David)	**CLO 2**
Lecture 8	Conceptual	A philosophical discussion on Frame works: Picasso and his Bull. (Internet archives) PEST/DIAMOND/VALUE CHAIN/C.I.N	**CLO 2**
Mid Semester Exam			
lecture 9	Applied	Frameworks: A simulation (HBR) **Strategy Simulation: The Five Forces**	**CLO 4**
lecture 10	Applied	Frameworks: A simulation (HBR) **Strategy Simulation: The Balanced Scorecard**	**CLO 4**
Lecture11	Applied	Case Analysis: Mc Donald Corporation Constructing the Cause Issue Network/PEST	**CLO 3, 4**
lecture 12	Applied	Case Analysis: JTTS Constructing the Cause Issue Network/PEST	**CLO 3, 4**
Lecture 13	Applied	Case Analysis: Caterpillar	**CLO 3, 4**

		Constructing the Cause Issue Network/PEST	
Lecture 14	Applied	Case Analysis: TCS Constructing the Cause Issue Network/PEST	**CLO 3, 4, 5**
Lecture 15	Applied	Case Analysis: GM acquisition of EDS Constructing the Cause Issue Network/PEST	**CLO 3, 4, 5**
Buffer Week			