

MBA STRATEGIC PLANNING
COURSE OUTLINE



A Great Place to Learn.

PROGRAMME: Heriot-Watt University MBA
DURATION: 6:00 pm to 9:00 pm
DAY(S): Wednesday
MODE: Part-Time
COMPONENT: Strategic Planning
LECTURER: David Harananan
CAMPUS: Champs Fleurs

Contract Hours: 71 54
Actual Hours: 71 54

Lecture Number	Lecture Day & Date		Time	Hrs	Cum Hrs	Lecture Topic (s)	No./ Type of Session	Important Concepts/ Ideas to know/ Learning Outcomes	Expected Reading	Other Matters	Questions	Items Due For Next Class
1	Wed	8-Jan-2014	6:00-9:00pm	3	3	Introduction and Course Overview (Module 1)	1/Lt	Introduction to Strategic Planning; Differing views on strategy; Process of Strategy and Decision Making	Module 1			Read Module 1
2	Wed	15-Jan-2014	6:00-9:00pm	3	6	Strategy Process; Corporate and SBU Strategy (Module 1)	2/Lt	Mythical Company Case Example; Business and Corporate Strategy; Development of Strategic Ideas	Module 1			Read Module 2, Prepare Rover Case 2.1, Part 3
3	Wed	22-Jan-2014	6:00-9:00pm	3	9	Strategic Planning Models (Module 2)	3/Lt	Modelling Approach; Simple Strategy Model; Functional Process Model; Strategy and Company Structure; Strategists	Module 2		Rover Case 2.1, Part 3	Read Module 3
4	Wed	29-Jan-2014	6:00-9:00pm	3	12	Company Objectives (Module 3)	4/Lt	Setting Objectives; Vision to Mission to Objectives; Gap Concept; Credible Objectives; Quantifiable and Non-Quantifiable Objectives; Aggregate and Disaggregated Objectives; Behavioural, Economic, Financial, Social and Ethical Objectives; Stakeholders	Module 3			Read Module 4
5	Wed	5-Feb-2014	6:00-9:00pm	3	15	The Company and the Economy (Module 4)	5/Lt	Simple Profitability Model; Workings of the Economy; Unemployment and Inflation; International Economy; Economic Forecasting; Economy and Company Profitability; Environmental Threat and Opportunity Profile	Module 4			Read Module 5, Sections 5.1 to 5.5
6	Wed	12-Feb-2014	6:00-9:00pm	3	18	The Company and the Market - Part I (Module 5)	6/Lt	The Market; Demand; Competitive Reaction; Segmentation; Product Quality	Module 5, Sections 5.1 to 5.5			Read Module 5, Sections 5.6 to 5.17
7	Wed	19-Feb-2014	6:00-9:00pm	3	21	The Company and the Market - Part II (Module 5)	7/Lt	Product Life Cycles; Portfolio Models and BCG Matrix; Supply; Market and Prices; Market Structures; Role of Government; Structural Analysis of Industries; Strategic Groups; Environmental Threat and Opportunity Profile	Module 5, Sections 5.6 to 5.17			Rover Case, Module 2 Parts 1, 2; Porche Case, Module 3; Apple Computer Case, Module 5
8	Wed	26-Feb-2014	6:00-9:00pm	3	24	Case Review Session	1/EP	Case Review of typical question 2 cases	Rover Case, Module 2 Parts 1, 2; Porche Case, Module 3; Apple Computer Case, Module 5			Read Module 6, Sections 6.1 to 6.10
9	Wed	5-Mar-2014	6:00-9:00pm	3	27	Internal Analysis of the Company - Part I (Module 6)	8/Lt	Opportunity Costs; Fixed, Variable and Sunk Costs; Marginal Analysis; Diminishing Marginal Product; Profit Maximization; Understanding Production Costs; Break Even, Payback; Accounting Ratios; Benchmarking; Research and Development	Module 6, Sections 6.1 to 6.10			Read Module 6, Sections 6.11 to 6.16; Review Module 6, Case 6.2
10	Wed	12-Mar-2014	6:00-9:00pm	3	30	Internal Analysis of the Company - Part II (Module 6)	9/Lt	Value Chain; Competence; Strategic Architecture; Strategic Advantage Profile; Format of financial statements in typical Question 1	Module 6, Sections 6.11 to 6.16		Module 6, Case 6.2	Read Module 7
11	Wed	19-Mar-2014	6:00-9:00pm	3	33	Strategy Choice (Module 7)	10/Lt	Structure for Strategic Choice; SWOT Analysis; Generic Strategies; Strategic Variations; Strategy Choice	Module 7			Read Module 8

12	Wed	26-Mar-2014	6:00-9:00pm	3	36	Strategy Implementation and Evaluation (Module 8)	11/Lt	Implementing Strategy; Organizational Structure; Resource Allocation; Evaluation and Control; Feedback; Augmented Process Model	Module 8			Read Handout "Strategic Planning Exam - Notes on Questions"
13	Wed	2-Apr-2014	6:00-9:00pm	3	39	Exam Preparation - Approach to Company Analysis Question (Q1)	2/EP	General review of Strategic Planning exam questions; Detailed review and suggested approach to Question 1				Prepare Past Paper Questions: J96 Q1; D96 Q1; D97 Q1; D99 Q1
14	Wed	9-Apr-2014	6:00-9:00pm	3	42	Exam Preparation - Review of past Company Analysis Questions (Q1)	3/EP	Review and Solutions to assigned Question 1's			Past Paper Questions: J96 Q1; D96 Q1; D97 Q1; D99 Q1	Read Approach to Question 2 Presentation and bring to class
15	Wed	16-Apr-2014	6:00-9:00pm	3	45	Exam Preparation - Approach to Case Question (Q2)	4/EP	Approach to Exam Question 2; Insights into key models to look for in Question 2	Approach to Question 2 Slide Presentation			Prepare Past Paper Questions: J96 Q2; D96 Q2; J98 Q2; J01 Q2
16	Wed	23-Apr-2014	6:00-9:00pm	3	48	Exam Preparation - Review of past Case Questions (Q2)	5/EP	Review and Solutions to assigned Question 2's			Past Paper Questions: J96 Q2; D96 Q2; J98 Q2; J01 Q2	Prepare Past Paper Questions: D95 Q3; J96 Q3; J98 Q3; J01 Q3
17	Wed	30-Apr-2014	6:00-9:00pm	3	51	Exam Preparation - Review of past Essay Questions (Q3)	6/EP	Review and Solutions to assigned Question 3's			Past Paper Questions: D95 Q3; J96 Q3; J98 Q3; J01 Q3	Come with any final questions on course material or Past Papers
18	Wed	7-May-2014	6:00-9:00pm	3	54	Final Review Session - Student Questions	7/EP	Review and answers to final student questions on course and on Past Papers				

Key / Legend

Lt = Lecture T=Tutorial Lb = Lab EP = Exam Prep

Lecturer Signature

Course Administrator Signature

Date Submitted

Date received

Last Notes: SBCS reserves the right to make changes to the information contained herein. Any changes effected to the information contained herein will be made known to all students concerned via class announcement. It is thus the responsibility of the student to attend all classes and to keep abreast of matters should they be absent from any class session. Students are advised and encouraged to contact their fellow classmates for updates where class sessions have been missed.

Date syllabus last modified: Jan 3, 2012

Unit Manager Signature

Quality Assurance Manager Signature

Executive Director Signature

Date received

Date received

Date received