



TEHRAN UNIVERSITY

Master in Business Management

Winter 1387

Strategy Syllabus And Draft Course Handbook

Course Leader: Dr. Ali Divandari

E-mail: ali@divandari.com

Web: <http://www.divandari.com>

Assistant Lecturer: Payam Afzali

Email: abc750@city.ac.uk

p.afzali@jiropali.com

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Aims and Objectives:

Strategic Management is the theory and practice of making decisions that shape the future of the firm. This course aims to help break down, study, and analyze the content and processes through which business decisions are made in order to serve pre-specified objectives, help respond effectively to emerging situations, or a mixture of the two with a central focus on adding value to the business as a whole. In this process, it is important that one can understand what encompasses business strategy? What is the purpose of having and being able to manage the business strategy? And what are the methods through which a firm can evaluate its strategy in order to facilitate success in the future?

In studying management, although it is important for students to be equipped with knowledge of specific managerial tools such as financial management, accountancy, marketing, and IT, it is just as important to understand the wider think-box and perspective that is required for a manager in order to use such tools effectively and efficiently. The types of decisions studied in this course are ones that are normally expected of individuals in Chief Executive, Chairman of the Board, and Divisional and Departmental Heads. Understanding the decision making processes is also expected of students of management who will need to have the broad perspective and the capacity to deal with a plethora of business situations in their academic and professional careers.

Learning Outcomes:

The desired outcome upon completion of this course is that students

- Appreciate the complexity of strategic decision making and understand why strategic management is studied as a course
- Understand the relationship between strategy formulation and implementation

- Differentiate between business level and corporate level strategy
- Develop strategic analysis skills (environment, industry, and organization)
- Understand the basis for and methods of implementing strategic change effectively in organizations
- Are able to comment on strategic decisions of other firms and how it affects their position in the market
- Demonstrate the ability to conduct strategic analysis and communicate their findings and comments with peers and colleagues effectively

Teaching Format:

This course will be taught in fourteen two hour sessions, in addition to which students are expected to allocate sufficient time outside the classroom in private and group study and preparation of class discussions.

The course will be taught through lectures and interactive class discussions which all students are expected to participate in and prepare for in advance. Each group will be assigned to a case to be presented in a specific session, yet all students are expected to have read the relevant materials and have an active participation in class discussions. In addition to the required reading and specified recommended materials, students are encouraged to incorporate any additional information in order to keep the class discussions dynamic and informative.

This course will be taught in two one hour sessions. The first hour will be dedicated to lectures and will be taught by Dr. Divandari. The second hour will be supervised by Mr. Afzali and will be dedicated to class discussions and group presentations. All discussions with regards to briefings for reports, presentations, and questions for other assessments will be held during this hour.

Assessment:

The assessment for this course is both group and individual based. Students will be awarded points as broken-down below for their final examination, preparation and presentation of group work, and participation in class discussions.

Presence and active contribution to class discussions	20%
Group presentation	30%
Final Examination	50%

Class Discussions:

As mentioned above, sessions will be divided into halves in one of which lectures will be taught and the other will be based on selected topics for group contribution. This time is divided according to the topic of the preceding or following lectures between case study presentations (refer to the next section), academic article reviews and discussion, and group activity on a previously agreed topic of a business situation or phenomenon for group interaction. Active participation in these sessions will make up 20% of the final mark for this course. The Schedule of discussions held on each class is included in the course schedules.

Further to the class discussions, weekly book reviews and introductions will be held to share information on valuable works of non-fiction in the field of business strategy and related subjects.

Group Presentation:

In addition to the submitted report, students are expected to present their arguments giving sufficient background to the case; all related aspects for understanding the business situation presented in the case, and demonstrate their critical reasoning in reaching their conclusions. The presentations should be in PowerPoint format and should be submitted both electronically to course leaders' email address and brought to class on a flash memory stick. Presentations will be 15-20 minutes followed by a question and answer session and group discussion. A hard copy of the presentation should be submitted to the course instructor for grading in the beginning of the session.

Groups will be awarded points for:

<ul style="list-style-type: none">• Giving sufficient background to the case	18%
<ul style="list-style-type: none">• Presenting the business situation and analyzing decisions made	18%
<ul style="list-style-type: none">• Effectively presenting their own critical opinion with allusions to relevant sections from the lecture	18%
<ul style="list-style-type: none">• Drafting relevant questions and leading a dynamic post-presentation class discussion	18%
<ul style="list-style-type: none">• Having relevant and well explained answers to their colleagues' and course instructors' questions	18%
<ul style="list-style-type: none">• Preparing a well constructed PowerPoint presentation that effectively enhances points made in the presentation	10%

Final Examination:

The final examination will be designed from selected course material taught in class. Students are again expected to demonstrate their arguments through critical reasoning and use of relevant extra material to reiterate their answers. The date and more detailed format of the final examination will be announced in class.

Required Reading:

- M. A. Carpenter and WM. G. Sanders (2007), Strategic Management (A Dynamic Perspective), Pearson International Edition, ISBN 0-13-178905-8

Recommended Reading:

- Donya-e-Eghtesad Daily Newspaper
- www.ft.com
- www.bloomberg.com
- www.reuters.com
- The Economist (weekly magazine and on www.economist.com)

Course Schedule:

Date	Week	Lecture Topic	Class Discussion
	1	Introducing Strategic Management	Syllabus review
Far 15	2	Leading Strategically Through Effective Vision and Mission	Journal Articles
Far 22	3	Examining the Internal Environment	Journal Articles
Far 29	4	Exploring the External Environment (General Environment)	Class Discussion
Ord 5	5	Exploring the External Environment (Industry Environment)	Case 26 Group A
Ord 12	6	Creating Business Strategies	Case 20 Group B
Ord 19	7	Creating Business Strategy for Dynamic Contexts	Case 12 Group C
Ord 26	8	Developing Corporate Strategy	Case 24 Group D
Kho 02	9	Looking at International Strategies	Case 29 Group E
Kho 09	10	Studying Mergers and Acquisitions	Case 30 Group F
Kho 16	11	Employing Strategy Implementation Levers	
Kho 23	12	Considering New Ventures and Corporate Renewal	
Kho 30	13	Corporate Governance in the Twenty First Century	
	14	Review and Q&A	