School of Business Administration

Business Policy and Corporate Strategy
MGT 4301 01

Course Syllabus

Session: Fall 2012
Class Scheduled: M/W 6:00 pm - 7:20 pm
Professor: Mr. Abderrahman Hassi
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E-mail: A.Hassi@aui.ma
Office Hours: M/W 3-4:30 pm & T/Th 2-5 pm or by appointment

Course Description

Strategic Management (MGT 4301) is the capstone, integrative course for graduating business administration students. This course focuses on how firms formulate, implement, and evaluate strategies. Strategic-management concepts and techniques are studied. Students use all the knowledge acquired from prior business courses, coupled with new strategic-management techniques learned, to chart the future direction of different organizations. One of the main responsibilities of students in this course is to make objective strategic decisions and to justify them through oral and written communication.

The first part of MGT 4301 consists of interactive lectures on strategic management techniques and a review of general management, marketing, and finance/accounting tools. Special attention is given to the integration of business concepts.

After completing this course, students should be able to:

- Understand the nature of strategic management
- Discuss a company's mission and vision statements and critique these statements in light of the company's strategic situation
- Identify and discuss all micro, macro, internal and external forces that shape a company's strategic planning
- Analyze and evaluate a company's strategic situation
Develop tools and metrics to assess and carry out strategic planning (EFE, CPM, IFE, SWOT, SPACE, BCG, IE, Grand Strategy Matrix and QSPM)

- Identify, analyze and assess alternative strategies for a given organization
- Recommend changes to a company strategy upon appropriate analysis and evaluation of a company's strategic plan
- Develop a strategic planning document presented in a consistent and professional form.

Resources

- Supplementary material/handouts.

Course Grading and Evaluation

Grades will be assigned to five types of activities as follows:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Course Weight</th>
<th>Description</th>
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<tbody>
<tr>
<td>Mid-Term Exam</td>
<td>15 points</td>
<td>Closed-book exam in class.</td>
</tr>
<tr>
<td>Case Study Analysis</td>
<td>20 points</td>
<td>Class presentation of a case study analysis.</td>
</tr>
<tr>
<td>Capstone Group Project</td>
<td>25 points</td>
<td>Strategic analysis report of a company.</td>
</tr>
<tr>
<td>Class Participation</td>
<td>20 points</td>
<td>Participation in in-class discussions, assignments, etc.</td>
</tr>
<tr>
<td>Final Exam</td>
<td>20 points</td>
<td>Closed-book exam in class.</td>
</tr>
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Mid-Term Exam

Mid-way through the course, a written exam (80 minutes) will be administered to students. It consists of three parts: a set of multiple-choice-questions, 2 development questions, and a short case study.

Case Study Analysis and Presentation

During the semester teams of four (4) will present a case study analysis in class. At this time, students are required to attend every presentation with constructive critical and relevant questions prepared in advance to challenge the analyses of the presenters. Each team will give a 20-minute interactive oral presentation analyzing a business case study. The team will need to answer questions from the class during and after the presentation. There is no written report to accompany this presentation, although teams are highly encouraged to use handouts, posters, PowerPoint, and/or overheads. The evaluation of the case presentation will be based on the following criteria: 1) Content (thoroughness and depth analysis of the strategic management components); and 2) Delivery (organization and structure of presentation, use of visuals and handling of questions).
**Group Project: Capstone Strategic Plan**

Teams of five (4) will develop a strategic plan for a Moroccan publicly-traded company. The plan should be at least 3 year plan with one year action plan attached. The plan should address issues presented in the Strategic Management Model discussed in class. There are two deliverables: 1) A Strategic Plan Report 2) A one-page executive summary to be distributed to the class which will play the role of the Board of Directors. Each team will give a 20 minute interactive oral presentation analyzing the selected business. Attendance during the presentations is mandatory for all the students.

The Strategic Plan Report (hard and soft copies) is due on week 14. Due dates for assignments are non-negotiable. Assignments submitted late will be penalized -20% per day up to 2 days maximum.

All written assignments must comply with the following format to receive full credit: 1.5 line spacing; 2.5cm right and left margins; justified right and left text (full justification); page numbers; title page; table of contents; and standard bibliography. In addition, ideas must be expressed clearly in grammatically correct English.

**Class Participation**

Assiduity and punctuality are required from each student, but are not enough. All students are expected to participate actively in class work to receive a participation grade (20%). Active participation is neither about monopolizing communication nor being right all the time. It is rather about showing interest in issues being discussed as well as in other students’ ideas by giving value-adding comments and insights. This component is entirely the responsibility of the professor who is the only judge of the relevance of a student’s participation and who decides of the grade it deserves. Class attendance and punctuality are expected. Absences and lack of punctuality will affect your final grade.

**Final Exam**

A final exam will test your grasp of the materials discussed in class and in the assigned readings. It will consist of three parts: A set of multiple-choice questions, a case study, and three course-related questions. No make-up exams will be given. All exams must be taken at the scheduled time on the scheduled date.

Students must earn 70% at least of the total possible points. The official grades in this course are:

<table>
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<tr>
<th>Grading Scale</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>A</td>
<td>90 % and above</td>
</tr>
<tr>
<td>B</td>
<td>80 – 89 %</td>
</tr>
<tr>
<td>C</td>
<td>70 – 79 %</td>
</tr>
<tr>
<td>D (FAIL)</td>
<td>&lt; 70 %</td>
</tr>
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</table>

**Cheating Policy**

The words and ideas of authors and others must be properly referenced. Cheating of any kind, including plagiarism is NOT tolerated and will result in an automatic F for the entire course.
Attendance Policy

Attendance has been shown to be a key factor in academic success. Any absence, regardless of the reason, will prevent the student from getting the full benefit of the course. Therefore, students should recognize the advantages of regular and punctual class attendance, accept it as a personal responsibility, and apprise themselves of the consequences of poor attendance.

Policy: Absences are controlled by faculty members. The number of absences for whatever reason (except as indicated in points 1.1, 1.2, and 1.3) is taken into account in the final grade.

1. Excused Absences
Students may be authorized by instructors to be absent from class for institutional reasons as specified in 1.1, and 1.2 below. However, the instructor may deny the student permission to be absent if the student’s academic performance is not judged to be adequate. Once approved, these absences should not count in the student’s absence record. Instructors should be informed before the absence to agree with the student on a suitable time and manner for a make up should it be necessary. A maximum of three of these absences per semester could be authorized.

1.1 External Events: student must submit a completed and signed form from the Office of Student Activities to the instructor. Examples of these absences include participation in university-sponsored sports, cultural or other events as a University representative.

1.2 Field Trips as part of a class requirement or as authorized by a Dean: the Dean’s assistant of the school offering or authorizing the trip should sign the absence request form.

1.3 In case of protracted illness or emergency condition necessitating hospitalization, students may exceptionally appeal to the Dean of Student Affairs so as not to be dropped from a course. However, extended illness may lead to the semester not being validated.

No other justification will be accepted. Students should be prepared in case they have to be absent for personal or family reasons.

2. Impact of absences on grades
Each unauthorized absence shall result in one grade being deducted from the class participation grade up to the limit set in section 3 below when a WF is assigned.

3. Ceilings before a WF is assigned
When a student exceeds the ceiling of absences, the instructor may sign an administrative withdrawal form. The ceiling of absences is fixed to 5 absences if the class meets twice a week (Tuesday and Thursday OR Monday and Wednesday); it is fixed to 7 absences if the class meets three times a week (Monday, Wednesday, and Friday).

4. Pre-authorized absences
Notification of planned absences using the Absence Requests Form available at the Student Activities Office must be delivered to the instructor, with permission signed and dated by the instructor.

Once notified of planned absence, the instructor should inform the student of the deadline for completion of any missed assignment or examination where applicable. Make-up examinations, if necessary and acceptable to the instructor, shall be at a time and place mutually agreed upon by the instructor and students.
4.1 Each week an email will be generated from the system to all students informing them about their absence record. The Dean of Student Affairs or his representative will monitor the system and call in students with an attendance problem and direct them to the proper assistance service.

4.2 During the Add and drop period, no absence is accepted in a course; add and drop should be done outside class time.

4.3 In case of a late registration, students assume full responsibility for their absences as recorded from the first day of classes.

5. Administrative Withdrawal

When a student has exceeded the maximum number of absences according to the mentioned ceiling (except as stated in points 1.1 and 1.2); the instructor has the right to drop a student from a course with a “WF” grade. Special hardship cases as stated in 1.3 above may be referred by the Vice President for Student Affairs to the Dean/Director’s appreciation. The “Administrative withdrawal form” must reach the Registrar’s Office at least 5 days prior to the first day of final exams.
## Course Outline

<table>
<thead>
<tr>
<th>Week</th>
<th>Topics</th>
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| 1    | Course Introduction – Syllabus  
Nature of Strategic Management |
| 2    | Business Mission and Vision  
External Assessment |
| 3    | External Assessment  
Internal Assessment |
| 4    | Internal Assessment. Reading: How to Analyze a Case Study  
Competing in the Global Marketplace |
| 5    | Strategies in Action  
Strategy Analysis and Choice |
| 6    | Strategy Analysis and Choice  
Implementing Strategies |
| 7    | Implementing Strategies |
| **Mid-Term** | |
| 8    | Strategy Review, Evaluation and Control  
Watching and Analyzing Video Capstone Projects |
| **Mid Semester Break** | |
| 9    | **Case Study Presentation 1**  
**Case Study Presentation 2** |
| 10   | **Case Study Presentation 3**  
**Case Study Presentation 4** |
| 11   | **Case Study Presentation 5**  
**Case Study Presentation 6** |
| 12   | **Case Study Presentation 7**  
**Case Study Presentation 8** |
| 13   | Capstone Competition - Capstone Group Reports Due  
Capstone Competition |
| 14   | Capstone Competition |
| 15   | Capstone Competition  
Capstone Competition |
| 16   | **Final Exam** |