

College of Business

Administration

**Executive MBA Program**

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| **EMBA 579**  **Corporate Strategy & Control (3 Cr Hr)**  **Fall Semester - 2021-2022** |

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| **Instructor Name** | **Rhonda Alyafi, Ph.D** |
| **E-mail** | [**Alyafi@ksu.edu.sa**](mailto:Alyafi@ksu.edu.sa) |
| **Mobile** | **0503182026** |

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| **Required textbook :**  Crafting & Executing Strategy: Concepts & Cases  23rd Edition  By Arthur Thompson, Margaret Peteraf, John Gamble, and A. Strickland  McGraw-Hill Education  ISBN10: 1260735176 ISBN13: 9781260735178  Copyright: 2022 |

* **Course Description and Objectives:**

This course focuses on issues central to an enterprise's long- and short-term competitive position. Participants take the role of key decision makers and address questions related to solving current business problems under uncertain, ambiguous, and dynamic conditions and the creation or reinforcement of competitive advantage. Through the use of case studies, we will take on the role of top management decision-makers in a range of companies and contexts. Topics include industry analysis and competitive advantage as it derives from the firm's strategic investments, resource allocation, and organizational coalitions, local rivalry, alliance management, capabilities, venturing, technology and market evolution, and real options. Pre-requisite: EMBA 521, EMBA 540.

**Course Learning Outcomes:**

On completion of this course, you will be able to:

* Understand and adapt to the changing business, political and social environments.
* Integrate and apply cross-functional approaches to analyze, formulate, and implement business and corporate level strategies.
* Evaluate and respond to emerging threats and opportunities.
* Analyze and evaluate business operations and processes.
* Develop the capacity to think strategically about a company and its competitive situation.
* Learn how to apply strategic management models and tools to analyze a variety of business problems and develop practical recommendations for senior management.
* Integrate knowledge gained in previous business courses.

**Attendance and Participation:**

Regular attendance and active participation is expected from all students. Attendance will be taken each class. If you miss a class, notify me prior to class. You are expected to ask and answer questions throughout the semester, and especially during the discussion. Arriving late or leaving early will also count against your attendance grade.

**GRADING**

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| **Assignments** | **Points [or percentage]** |
| Team Case Studies | 15 % |
| Team Project and presentation | 25 % |
| Midterm Exam | 20 % |
| Final Exam | 40 % |
| **Total** | **100** |

**Exams**

There is one Midterm exam **(20%)** and a final exam **(40%).**

The examinations may consist of multiple choice, true/false, and essay questions. The principal purpose of these exams is to ensure that you have read and understood the chapter material so that we can maximize the learning to be gained from the class experience. Make up Exams are not permitted except in cases of verified emergencies, and the responsibility of producing verification would be yours. In such cases, you must still notify me at the earliest possible opportunity, and submit evidence to document the special circumstances (do not wait to be asked to do so). No make-ups will be available for any case study.

**Team Case Analysis (15%)**

There are a total of 3 written team case assignments in this class. Questions will be provided for each case. You are to turn in/submit a written two page write up for these cases in which you answer the questions that are provided to you. All written cases must include a company analysis. They are due on the date indicated on the syllabus and must be submitted before the start of class on LMS.

**Case Study 1**: *Yatooq: Longing for Arabic Coffee* [Mark N. Roberge,](https://hbsp.harvard.edu/search?action=&author=Mark%20N.%20Roberge)[Gamze Yucaoglu,](https://hbsp.harvard.edu/search?action=&author=Gamze%20Yucaoglu)[Samer Al-Rachedy](https://hbsp.harvard.edu/search?action=&author=Samer%20Al-Rachedy). Harvard Business Review case

**Case Study 2:** *Arabic Perfumes and the Global Fragrance Market* Laura L. Matherly, Anup Nandialath, Claire Richards. Harvard Business Review case.

**Case Study 3:** *The Walt Disney Company: Its Diversification Strategy in 2020.* Crafting & Executing Strategy: Concepts & Cases page 279

**Team Project and Presentation (25%)**

Each team will formulate a strategic plan for a publicly traded company and prepare a formal Team Report. To formulate your strategic plan, your team will first perform a thorough company analysis. This includes preforming an external analysis via PESTEL (Political, Economic, Social, Technological, Environmental and Legal) and 5 Force analysis (The number and power of a company's competitive rivals, potential new market entrants, suppliers, customers, and substitute products influence a company's profitability) to assess a firm’s strategic fit with its environment; an internal analysis using VRIN (Valuable, Rare, Inimitable and Non-Substitutable) and weighted competitive strength assessment to determine the extent of a firm’s competitive advantage; and a diversification analysis using a 9 cell matrix to determine the attractiveness of a firm’s portfolio. At least one major weakness or problem is identified and recommendations are given to address this issue. Finally, explain how the recommendation(s) may be carried out and how it can be controlled, altered or adjusted if necessary.

Format of the Team Report:

* Introduction/ Executive Overview: gives general overview of the company’s key issues or problems and recommendations.
* Mission/Vision
* Company analysis (PESTL, 5 forces, VRIN, Weighted Competitive Strength, 9 cell matrix)
* Problem Statement – more focus on statement of problem or central issue. More than one issue may be relevant so limit it to up to three most interesting or troublesome issues. Name and explain these explicitly.
* Recommendation(s).
* Implementation and Control.

The project (both written report and presentation) is to be prepared as a group and the instructors reserves the right to ask anyone in particular to present and defend any section of the paper during the final presentation day; everyone needs to understand the entire paper and all its sections. This way, isolated work will be minimized.

The criteria for grading the written Team Report

1. Evidence of ability to size-up the organization’s situation and to identify key problems/issues.
2. Use of appropriate analytical techniques, sound logic, and well-supported arguments in evaluating the organization’s present condition and future prospects.
3. Evidence of ability to formulate realistic and workable recommendations for action.
4. Thoroughness – both in scope and coverage, and depth of analysis.

The criteria for grading the Team Presentation

1. Evidence of ability to use good communication skills (including the use of charts, tables, graphs, and figures).
2. Evidence of adequate preparation and display of a professional attitude and approach.

**Course Schedule:**

**Note: These topics/schedules may change as needed; the change will be communicated via a class meeting**

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| **Date** | **Class Topics** | **Tasks** |
| **Week-1** | Introductions, Syllabus  Overview of competitive strategy | Group Formation |
| **Week-2** | **Chapter 1.** [What Is Strategy and Why Is It Important?](javascript:void(0)) | Article for class discussion Demystifying Strategy: The What, Who, How, and Why by [Michael D. Watkins](https://hbr.org/search?term=michael%20d.%20watkins). Harvard Business Review. |
| **Week-3** | **Chapter 2.** Charting a Company’s Direction | Article for class discussion Corporate Governance: the Role of the Board of Directors in the Strategy-Crafting, Strategy-Executing Process. *Crafting & Executing Strategy* (Page 42) |
| **Week-4** | **Chapter 3.** Evaluating a Company’s External Environment | Read Airbnb in 2020 Crafting & Executing Strategy: Concepts & Cases page C2 |
| **Week-5** | **Chapter 4:** Evaluating a Company’s Resources, Capabilities, and Competitiveness | Case Study 1 due today Yatooq: Longing for Arabic Coffee [Mark N. Roberge,](https://hbsp.harvard.edu/search?action=&author=Mark%20N.%20Roberge)[Gamze Yucaoglu,](https://hbsp.harvard.edu/search?action=&author=Gamze%20Yucaoglu)[Samer Al-Rachedy](https://hbsp.harvard.edu/search?action=&author=Samer%20Al-Rachedy) |
| **Week-6** | **Chapter 5:** The Five Generic Competitive Strategies | Discussion of case 1. |
| **Week-7** | * **Midterm Exam (20 %)** | |
| **Week-8** | **Chapter 6:** Strengthening a Company’s Competitive Position | Article for class discussion  Read Michael’s Porter The Competitive Advantage of Nations. Harvard Business Review March April 1990  <http://www.lapres.net/porter.pdf> |
| **Week-9** | **Chapter 7:** Strategies for Competing in International Markets | Case Study 2 due today Arabic Perfumes and the Global Fragrance Market Laura L. Matherly, Anup Nandialath, Claire Richards Harvard Business Review case |
| **Week-10** | **Chapter 8:** Corporate Strategy | Discussion of Case Study 2 |
| **Week-11** | **Chapter 10:** Building an Organization Capable of Good Strategy Execution | Case Study 3 due today The Walt Disney Company: Its Diversification Strategy in 2020. |
| **Week-12** | **Chapter 11:** Managing Internal Operations | Discussion of case study 3 |
| **Week-13** | Group  Presentations | Each team should be ready to present their Project. |
| **Week-14** | Group  Presentations | Each team should be ready to present their Project. |
| **Week-15** | **Final Exam (40 %)** | |

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required cases (case 1 and 2 <https://hbsp.harvard.edu/import/863413>) Case 3 found in textbook Crafting & Executing Strategy: Concepts & Cases page 279