**JAIPURIA INSTITUTE OF MANAGEMENT**
**Lucknow/Noida/Jaipur/Indore**
**Programme: PGDM, PGDM (FS), PGDM (RM)**

**Academic Year: 2018-19**                                         **Term: IV**

| Course Code and title | GM 401    Simulation in Strategy |
|---|---|
| Credits | 1.5 |
| Term and Year | IV Term, 2018 -19 |
| Course Pre-requisite(s) | Strategic Management- I |
| Course Requirement(s) | |
| Course Schedule (day and time of class) | |
| Classroom # (Location) | |
| Course Instructor | |
| Course Instructor Email | |
| Course Instructor Phone (Office) | |
| Student Consultation Hours | |
| Office location | |

## 1. Course Overview:

The course will cover the different dimensions of strategy implementation. It will also cover the review, evaluation and control of strategic management. A workshop on simulation will be conducted which will expose students to the concepts of strategic management, business strategy development and role of market and customer variables. The students shall be grouped in teams. They will manage different market segments or different business functions aligning business strategy to company's objectives in virtual environment.
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## 2. Graduate Attributes (GAs), Key Differentiators (KDs), Programme Learning Outcomes (PLOs), and CLOs
**Graduate Attributes (GAs)**

GA 1: Self-initiative
GA 2: Deep Discipline knowledge
GA 3: Critical Thinking and Problem Solving
GA 4: Humanity, Team-Building and Leadership Skills
GA 5: Open and Clear Communication
GA 6: Global Outlook
GA 7: Ethical Competency and Sustainable Mindset
GA 8: Entrepreneurial and Innovative

### Key Differentiators

KD 1: Entrepreneurial Mindset
KD 2: Critical Thinking
KD 3: Sustainable Mindset
KD 4: Team-Player

**Programme Learning Outcomes (PLOs)**

The graduates of PGDM at the end of the programme will be able to:

PLO 1: Communicate effectively and display inter-personnel skills
PLO 2: Demonstrate Leadership and Teamwork towards achievement of organizational goals
PLO 3: Apply relevant conceptual frameworks for effective decision-making
PLO 4: Develop an entrepreneurial mind set for optimal business solutions
PLO 5: Evaluate the relationship between business environment and organizations
PLO 6: Demonstrate sustainable and ethical business practices
PLO 7: Leverage technologies for business decisions
PLO 8: Demonstrate capability as an Independent learner

**Course Learning Outcomes (CLOs):**

At the end of the course, the students should be able to:

 CLO1: Examine different dimensions of implementation of strategy in a business organization.**(K)**
 CLO2: Examine how evaluation and control of strategy is done. **(K)**
CLO3: Take strategic decisions in simulated environment through simulation game. **(S)**

**3. Mappings**

**Mapping of CLOs with GAs**

|  | GA 1 | GA 2 | GA 3 | GA 4 | GA 5 | GA 6 | GA 7 | GA 8 |
|---|---|---|---|---|---|---|---|---|
| CLO 1 |  | X |  |  |  |  |  |  |
| CLO 2 |  | X |  |  |  |  |  |  |
| CLO 3 |  |  | X |  |  |  |  |  |
| **Total** |  | **2** | **1** |  |  |  |  |  |

**Mapping of CLOs with Key Differentiators (KDs)**

|  | KD 1 (Entrepreneurial Mindset) | KD 2 (Critical Thinking) | KD 3 (Sustainability Mindset) | KD 4 (Team Player) |
|---|---|---|---|---|
| CLO 1 |  |  |  |  |
| CLO 2 |  |  |  |  |
| CLO 3 |  | X |  |  |
| **Total** |  | **1** |  |  |

**Mapping of CLOs with PLOs**

|  | PLO 1 | PLO 2 | PLO 3 | PLO 4 | PLO 5 | PLO 6 | PLO 7 | PLO 8 |
|---|---|---|---|---|---|---|---|---|
| CLO 1 |  |  | X |  |  |  |  |  |
| CLO 2 |  |  |  |  |  |  |  |  |
| CLO 3 |  |  | X |  |  |  |  |  |
| **Total** |  |  | **2** |  |  |  |  |  |

## 4. Books and References

**Text Book**

Fred R. David, (2011), *"Strategic Management: Concepts & Cases",* (15<sup>th</sup> Edition), New Delhi, PHI Learning Private Limited.

**Reference Book**

- Thompson, Peteraf, Gamble, Strickland & Jain, "*Crafting and Executing Strategy – The quest for competitive advantage- Concepts and Cases",* (19<sup>th</sup> edition), New Delhi, Tata McGraw Hill (Hereby called as TSG).

**Internet Resources**

- **www.mckinseyquarterly.com/**
  An online business journal of Business Management Strategy articles, surveys, and interviews, covering Global Business Strategy, etc.
- **http://knowledge.wharton.upenn.edu/india/**
  This site is committed to sharing its intellectual capital through online journal offering free access to global contemporary business trends and analysis; interviews with corporate leaders; articles on recent business practices and strategies, etc.
- **http://www.ibef.org/indiaatglance.aspx**
  It is a knowledge Centre for global investors, international policy-makers and world media seeking updated, accurate and comprehensive information on the Indian economy, states and sectors.
- **http://www.businessworld.in/businessworld/businessworld/bw/Business**
  This site comprehensively covers news items related to various sectors, in-depth analysis of business, stock market, finance & economy which can be a key input in understanding business scenarios
- **http://www.ge.com/company/index.html**
  General Electric has been known as one of the finest case examples of Strategy Implementation, under the leadership of its legendary CEO Jack Welch.

## 5. Session Plan

| Topic/ Module | Contents/ Concepts |
|---|---|
| Module 1: Dimensions of strategy implementation | <ul><li>Strategic Implementation- Need and dimensions</li><li>Structural issues in implementation and stages of organizational development</li><li>Systems and procedural implementation</li><li>Functional integration with the Value Chain</li><li>Organizational culture and its interplay with implementation</li></ul> |
| Module 2: Strategy review, evaluation and control | <ul><li>Nature of strategy evaluation</li><li>Framework for strategy evaluation.</li></ul> |
| Module 3: Simulation | <ul><li>Strategic decision making in simulated environment</li></ul> |

| Session | Topic | Readings (Chapter No. &Pp.) / Cases | Leaning Outcomes |
|---|---|---|---|
| **Module 1: Dimensions of Implementation** | | | |
| 1 | • Nature & Significance of Strategy Implementation<br>• Barriers to effective implementation<br>• Dimensions of Implementation | Text, Ch-7, Pp. 213-220 | Understand difference between strategy formulation & implementation. (CLO-I) |
| 2 | • Organization Structure: Different types of Structures in modern organizations.<br>• Stages of corporate development | Text, Ch-7, Pp. 220-231 | Identifying different organizational structures for strategy implementation and understanding the suitability of structures. (CLO-I) |
| 3 | • Policies and procedures for good strategy execution<br>• Best practices for continuous improvement | TSG, Pp. 398-408 | Understand how organizational systems are linked to structure and are crucial for execution. (CLO-I) |
| 4 | • Functional considerations while Strategy Implementation<br>• Functional integration with value chain | Text, Ch-7, Pp. 236-243 | Examining the role of functional domains in strategy implementation. (CLO-I) |
| 5 | • Key features of organizational culture<br>• Types of organizational culture<br>• Creating a strategy supportive culture | TSG, Pp. 426-434 | Identifying the role culture plays in strategy implementation and the various types of organizational cultures. (CLO-I) |
| **Module II: Strategy Review, Evaluation & Control** | | | |
| 6. | • Process of evaluating strategy<br>• Measuring organizational performance<br>• Taking corrective actions | Text, Ch-9, Pp. 286-295 | Develop understanding of the process of strategy evaluation and control. (CLO-II) |

**Note: If delivery of Contents of the 6 sessions mentioned above is integrated with simulation training and game, separate sessions may not be held.**

**6. Evaluation Criteria**

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**Alternative A**

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| Component | Description | Weightage | CLOs |
|---|---|---|---|
| **Quiz** | One Quiz | 10 | CLO1, CLO2 |
| **Assignment** | This shall be on individual basis. Students will submit a report on the dimensions of strategic implementation in their Summer Internship organization / Allotted organization. | 20 | CLO1, CLO2 |
| **Simulation** | Simulation Training & Game | 70 | CLO 3 |

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**Alternative B**

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| Component | Description | Weightage | CLOs |
|---|---|---|---|
| **Simulation** | Simulation Training & Game | 100 | CLO1, CLO2, CLO 3 |

**Note: Faculty may choose Alternative B for assessment of the course, if delivery and assessment of the contents mentioned in the session plan is assured through the Simulation Training & Game.**

**7. Rubrics for Assessment Tasks**

*RUBRICS for Quiz*

| Criteria | Poor<br>Below 30% | Fair<br>30 – 60% | Good<br>60 – 80% | Excellent<br>80% or above |
|---|---|---|---|---|
| | **UNSATISFACTORY** | **MINIMAL** | **PROFICIENT** | **EXEMPLARY** |
| Clarity of concepts and ability to apply them | Only up to 30% answers are correct. Most of the concepts are not clear and student is unable to understand the same. | Between 30 – 60% answers are correct. Many of the concepts are clear and understood by student. | Between 60 – 80% answers are correct. Majority of concepts are clear and understood by student. | 80% or more answers are correct. Most of concepts are clear and understood by the student. |

## 8. Time Budgeting in Course Planning:

| Activity | Description | Time Budgeted |
|---|---|---|
| Classes | 2-3 hours per week for 3weeks | 8 hours |
| Reading | Prescribed readings and making notes | 8 hours |
| Preparation of set questions, exercises and problems | Including shared and group exercises | 4 hours |
| Preparation of assignment | Reading and writing | 20 hours |
| Study and revision for test | Self-preparation | 5 hours |
| Simulation Training | Hands-On | 30 hours |
| **TOTAL** | | 75 hours |

**Instructions:**
Students will be expected to maintain a daily log of their learning and make an action plan. The continuous evaluation tools would be implemented as per schedule and collected for evaluation. Students are encouraged to visit videos available on Impartus, you tube on TED talks, and readings available at websites like course era, etc.

## 9. Academic Conduct

**Institute's Policy Statements**
It is the responsibility of every student to be aware of the requirements for this course, and understand the specific details included in this document. It is emphasized that this course requires a significant commitment outside of formal class contact. The learning tasks in this course may include classes (lectures or seminars), required reading, preparation of answers to set questions, exercises and problems, and self-study. In addition, students may be required to complete an assignment, test or examination.

**LMS-Moodle/Impartus**
LMS-Moodle/Impartus is used to host course resources for all courses. Students can download lectures, additional reading materials, and tutorial notes to support class participation.

**Late Submission**
Assessment tasks submitted after the due date, without prior approval/arrangement, will be not be accepted. Requests for extension of time must be made with the faculty member concerned and based on Special Consideration guidelines.

**Plagiarism**:
Plagiarism is looked at as the presentation of the expressed thought or work of another person as though it is one's own without properly acknowledging that person.
Cases of plagiarism will be dealt with according to Plagiarism Policy of the institute. It is advisable that students should read the Student Handbook for detailed guidelines. It is also advisable that students must not allow other students to copy their work and must take care to safeguard against this happening. In cases of copying, normally all students involved will be penalized equally; an exception will be if the students can demonstrate that the work is their own and they took reasonable care to safeguard against copying.