



## COURSE SYLLABUS

Course Number: **L&S 152**  
Title: **STRATEGIC MANAGEMENT FOR DEVELOPMENT 1**  
Semester/SY: **First Semester SY 2012-2013**

### Lecturers & Schedule:

Section	Days and Time	Room	Lecturers	Email Address
X	TTH 9:00- 10:30	SOM 104	Da Silva, Pamela Ann H. Guballa/J. Filart McKinsey	<a href="mailto:pdasilvaster@gmail.com">pdasilvaster@gmail.com</a>

### A. COURSE DESCRIPTION

- This course is a partnership between JGSOM, GK and McKinsey. It takes on the challenge of developing or improving/refining viable, sustainable sources of livelihood for Bottom of the Pyramid (marginalized) communities. Acting as Consultants, students will use all the knowledge acquired from previous courses, coupled with strategic management techniques to help chart the future directions of a venture for a Bottom of the Pyramid community.
- The course develops the BOP strategy utilizing Strategic Management tools (Strategy Formulation and Implementation) It will be imparted/presented from the point of view of a Consultancy framework.
- The center of attention is a BOP venture – its environment, its long-term direction and strategic model, its resources and competitive capabilities, enterprises or organizations that it may set up, and required support for it to become a source of viable and sustainable livelihood for a BOP community.
- In the previous semesters, past classes conducted strategic analysis of villages. The groups were tasked to craft *livelihood model/models* and ventures and identify elements key to making this/these model/s work, including possible partnerships that this/these may entail.
- There are several ways that livelihood opportunities could be developed. For example, there could be models that are:
  - Entrepreneur-focused: Partnering with entrepreneurs and business leaders on creating business ventures. Focuses on capability-building, skills training, and providing the community a means to access the markets. This would entail enabling the villages and giving them the necessary tools and skills they need to develop and run businesses.
  - Corporation-focused: create linkages between large corporations and the different GK villages to develop economic partnerships (e.g., corporation serves village and sells the village its goods, in return, the corporation hires or partners with the village to make or market their products).
- In this first semester, the class will take on chosen ventures that were either developed in the past semesters for this class or existing entrepreneurial initiatives already in start up stage by budding entrepreneurs. The task is to review the business models of these ventures, act as consultants to refine them and search for and/or work with possible partner entrepreneurs to help bring the business to the next level.

- In the second semester, the groups will continue to develop and improve strategy and implementation for these new ventures and plan for future business growth. The groups will also identify and design other workable relationships with other partners who may be key to the business' success.
- Major topics covered for the 2 semesters include: A review of The Strategic Management Process Stage 1 and 2 covering the Business Landscape and Strategic Analysis and Choice; Implementing Strategies: Management and Functional Issues; Review, Evaluation and Control, including the Balanced Scorecard as a Strategic Measurement tool. McKinsey lectures will complement the above topics to help in the Model Development task.

Case studies and readings complement conceptual content.

## B. REQUIRED TEXTBOOK

**David, Fred R. Strategic Management: Concepts and Cases (13<sup>th</sup> Low Price 2011 Edition)**

<http://www.prenhall.com/david> and <http://www.strategyclub.com>

Supplementary Textbooks/Readings:

1. Pitts, Robert A and David Lei. **Strategic Management: Building and Sustaining Competitive Advantage**. Thomson Asian (4th) Edition 2007. <http://pitts.swlearning.com>
2. Zimmerer, Thomas W. and Norman M. Scarborough. **Essentials of Entrepreneurship & Small Business Management**. Prentice-Hall 2008.
3. Kaplan, Robert S. and David P. Norton. **The Balanced Scorecard: Measures that Drive Performance**. HBR Onpoint Enhanced Edition 2009.
4. Kaplan, Robert S. and David P. Norton. **Using the Balanced Scorecard as a Strategic Management System**. HBR Classic 2009.
5. **The Economics and Management of Small Business**, Graham Bannock (2009)
6. **Doherty, Foster, Mason, Meehan, Meehan, Rotheroe, Royce, Management for Social Enterprise**, Sage Publications 2009
7. **Social Enterprise Development, community businesses at work**, Philippines-Australia Community Assistance Program, 2009
8. **Other Available Materials from Kellogg Packet (for Reproduction if needed by the teams)**

## C. SEMESTER 1 COURSE OBJECTIVES:

1. To review the profiles of various types of GK communities as prepared by past classes in the context of external/internal analysis of Strategy Development, to understand skill sets, as well as natural assets (e.g., location, land).
2. To scan and choose from past models/ventures from past GawadKalinga classes, CSI, or SOMBA Social Entrepreneurship, review strategy or business plan, refine the plan, pitch to identified entrepreneur partners and work with these entrepreneurs in the early implementation stages of the plan OR, to refine the strategies of a selected on-going venture and assist the entrepreneur-owner in the refinement of his plan to help implement as a working model in a community
3. To identify other key strategic partnerships, jumpstart talks with these partners, identify their roles, consider their inputs in the business plan and help cement relationships with entrepreneur owners of the business.
4. To understand success/failure factors of livelihood models around the world
5. To get familiarized with core tools and skills used in management consulting, leveraging McKinsey's problem solving approach, as well as the Strategic Management Process –Strategy Formulation

## OUTPUT:

1. *For new ventures chosen from previous classes*, an initial scan of past proposals from various classes, choosing a venture from these and pitching to and pursuing potential entrepreneurs who could take on the entrepreneurial ideas involving GK Communities; following this, within the next two semesters, students should gain experience in assisting these new entrepreneurs in refining the strategy, market testing and helping community involvement implementation.
2. *For existing ventures of GK*, a review and audit of the strategy and its implementation, and recommendations on refinements to these; within the next two semesters, students should gain actual experience in helping make a key component of the implementation strategy work

## SEMESTER 1 WEEK ON WEEK COVERAGE

WEEK/ date/day	COVERAGE	SPEAKERS
1 June 14 Thurs	<p>Introductions Review of Syllabus and Course Requirements Meeting the Professors Team Set Up/Village Assignments</p> <p>GK Talk or Pitch from Delta Eco</p>	<p>P. Da Silva</p> <p>Previous groups</p>
2 June 19 Tues OR June 23 Sat  June 21 Thurs	<p>GK Talk and Pitches from White Bucket and/or Kalingang Kalikasan</p> <p>Ch. 1: The Strategic Management Framework and Entrepreneurship</p>	<p>Previous groups</p> <p>P. Da Silva</p>
3 June 26  June 28	<p>No classes in lieu of Sat class</p> <p>The Vision of the Corporation <i>Submission of Chosen Venture</i> <i>Submission of benchmark social entrepreneurship business in or outside the Philippines (subgroups)</i></p>	<p>GK</p> <p>P. Da Silva</p>
4 Jul 3  Jul 5	<p><b>McKinsey Lecture 1: The Consultancy Framework: Problem Solving Tools</b> <i>Homework: CASE</i></p> <p>Ch. 3: The Strategic Management Framework and External Analysis CASE ANALYSIS – Group 1</p>	<p>McKinsey</p> <p>P. Da Silva</p>
5 Jul 10  Jul 12	<p>Ch. 3: The Strategic Management Framework and Internal Analysis CASE ANALYSIS - Group 2</p> <p>Finish presentations/integrate issues for case</p> <p>CASE ANALYSIS: Problem formulation application of McKinsey and Integration analysis <i>Submission of McKinsey Application 1 (by subgroups)</i></p>	<p>J. Filart</p>

6 Jul 17	<b>Venture Meeting Day:</b> Interviews with companies or prospective entrepreneurs	
Jul 19	<b>LT 1 (Ch 1-4)</b>	
Jul 21	<b>Venture refinement consultation with McKinsey or Presentation Skills lecture</b>	
7 Jul 24	<b>No classes in exchange for McKinsey class(past Sat)</b> <b>Submission of Group Report 1</b>	McKinsey
Jul 26	Venture Analysis Presentation 1: Group 1: Analysis, Findings, Emerging Strategic Opportunities or Issues, Potential Partners/Entrepreneurs and Next Steps – by group	
8 Jul 31	University Holiday; No classes	
Aug 2	Venture Analysis Presentation 1: Group 2: Analysis, Findings, Emerging Strategic Opportunities or Issues, Potential Partners/Entrepreneurs and Next Steps – by group	
9 Aug 7	Venture Analysis Presentation 1: Group 3: Analysis, Findings, Emerging Strategic Opportunities or Issues, Potential Partners/Entrepreneurs and Next Steps – by group	
9	Ch 5-6: Analytical Tools and Strategies Available to the Firm (Part 1)	P. Da Silva
10 Aug 14	Ch. 5-6: Analytical Tools and Strategies Available to the Firm (Cont)	P. Da Silva
Aug 17	Ch. 5-6: Analytical Tools and Strategies Available to the Firm (Cont)  CASE ANALYSIS - Group 3 Presentation	P. Da Silva
11 Aug 21 and Aug 27	Venture Strategy Interviews week	
12 Aug 28	<b>LT 2 (CH 5-6)</b>	
Aug 30	Intro to Strategic Programming	P. Da Silva
13 Sep 4	External Speaker: Strategic Programming: Marketing/Sales	B. Da Silva
Sep 6	<b>No classes in exchange for Sat with McKinsey</b>	
Sep 8	<b>McKinsey Consultation 2</b>	Mc Kinsey

Week 14 Sep 11	Venture Presentation 2: Group 2: Strategy, Specific Plans and Refined Financials; Potential Partners/Entrepreneurs and Next Steps – by group	
Sep 13	Venture Presentation 2: Group 3: Strategy, Specific Plans and Refined Financials; Potential Partners/Entrepreneurs and Next Steps – by group	
Week 15 Sep 18	Venture Presentation 2: Group 1: Strategy, Specific Plans and Refined Financials; Potential Partners/Entrepreneurs and Next Steps – by group	
Sep 20	<a href="#">Submission of Final Report</a>	
Week 16 Sep 25		
Sep 27	Mock Presentations	
Week 17 Oct 2	Mock Presentations	
Oct 6	Final Defense	

#### D. METHODOLOGY/COURSE REQUIREMENTS

◆ Interactive lectures	◆ Group Business Project <sup>(1)</sup>
◆ Class discussions	◆ Group Research <sup>(6)</sup>
◆ Community Assessment Cases <sup>(2)</sup>	◆ Tests and Experiential exercises; community visits (5)
◆ Team presentations on case analysis <sup>(2)</sup>	◆ Outside readings on current strategic issues

1. **Group Business Project** (6-8 students per group): Submission in phases of a written critique and refinement of a business plan chosen from a previous semester OR an audit of an existing venture; presentation to a departmental panel at the end of the semester; submission of periodic and final written reports within the semester.
2. **Written Analysis of and Team Presentations:** Class case; class presentations may be required (sem 1)
3. **Peer Evaluation.**At the end of each semester, each group member will be asked to rate each member of the group including him/herself to monitor how each member contributed to the group.
4. **Faculty mentoring.** Advice and guidance provided by faculty during formulation and implementation phases.
5. **Long Tests,** quizzes, experiential exercises, recitation
6. **Reports/reflection papers** on extra readings or lectures.

## E. GRADING SYSTEM

Component	Sub weight	Weight
Group Work		
Business Project		<b>35</b>
- Development/Written Submissions	20	
- Panel Presentation	15	10
Group Report		
Individual work (Long Tests, quizzes, homework and reports)		<b>40</b>
Class Participation		<b>15</b>
◆ Peer Evaluation of Team Members	5	
◆ Recitation	10	
		<b>100%</b>

**Note: Group members generally get the same grade for particular group activities but grade adjustments may be made depending on the results of the peer evaluation, e.g. under-performers may be penalized. Forced ranking is employed.**

## F. CLASSROOM POLICIES

1. Maximum allowable cuts: 6 absences for 1 ½ -hours classes or 3 absences for 3-hour classes.
2. Intellectual honesty will not be compromised. Plagiarism (extensive “cutting and pasting” even if there are footnotes and/or failure to cite appropriate sources) will be punished with an F for the entire subject if done in an activity whose grade makes up more than 10% of the final grade. Falsifying sales and documents for the business project will also be punished with an F for the whole course.
3. The JGSOM Dress Code will be strictly enforced.
4. The Student Handbook will serve as the guide for all. Individual faculty can issue additional classroom policies specific to their respective classes.

## G. CONSULTATION HOURS

Consultation hours will be announced individually by each lecturer, with a view to the concept of mentoring and nurturing the ideas of the students. The students are encouraged to regularly seek the advice of their lecturers/course facilitators. You may check their schedule with the secretary (Ms. Ghing Lopez) of the Department of Leadership and Strategy. You may also email them directly and/or request for an appointment.