COURSE OUTLINE

Name of Course & Course Code
Business Strategy and Simulations JSPM210

SECTION 1 – GENERAL INFORMATION

1.1 Course Faculty

Faculty	Dr. Kamalika Chakraborty
Co - Faculty	

1.2 Level
Tick applicable Level

Foundation	Core	Level 1	Level 2	Level 3
	√			

1.3 Course Weight
Indicate the credit point weighting of this Course

Course credit points
03

1.4 Course workload
Using the table below, indicate the expected student workload per week for this Course.

Contact Hours (20 for 2 credit course and 30 for 3 credit course)	Group Work/ Supervised Learning Hours	Directed Learning Hours (learning on one's own)	Total Hours (should be not less than three times the contact hours)
30	15	45	90

1.5 Delivery mode
Tick all applicable delivery modes for the subject:

☒ Face to face on site

☐ E-learning (online)

☐ Blended (provide details)

1.6 Pre-requisites required for the Course, if any

Yes ☐   No ☒

If YES, provide details of the prerequisite(s) below:

1.7 Other resource requirements

Do students require access to specialist facilities and/or equipment for this subject (for example, special computer access, and physical education equipment)? For example, Bloomberg.

Yes ☐   No ☒

If YES, provide details of specialist facilities and/or equipment below.

1.8. Linkage to Career Goals

Please describe the relevance to an area in brief (one short para). Include the relevance of the course for a career, e.g., Applicable for all students irrespective of the area of major/minor, applicable for a career in Marketing, applicable for a career in HR and marketing etc.

> This is an introductory course to the field of strategy and strategic management. The course is designed to make the students appreciate various tools, frameworks and concepts in strategy analysis. The course is designed to make students understand firm related strategic choices and how these choices enable some firms to outperform others and maintain sustained success. This course also helps students in appreciating and aligning their decisions and strategies with the overall strategy of the organization.
>
> Applicable for all career roles in organizations as the course provides a foundational understanding of Business Strategy.

1.9. Alignment with Learning Goals and Learning Objectives

Aligned to:

> GLG 6: GLG 6: Functional Knowledge, LO 6.1: Knowledge of Business Function

Where Assessed:

> End term

1.10. Linkage to Multiple Intelligences

Tick all applicable options

☐ Verbal-Linguistic

☒ Logical-Mathematical

☐ Spatial Visual

☐ Bodily-Kinesthetic

☐ Musical

☐ Interpersonal

☐ Intrapersonal

☐ Naturalist

1.11. Linkage to IDEAS Framework

Tick all applicable options

☐ Innovation

☐ Design Thinking

☐ Entrepreneurial Attitude

☐ Automation

☒ Solutioning

SECTION 2 – ACADEMIC DETAILS

2.1 Learning Outcomes for the Course

Learning outcomes for Course (Use Bloom's Taxonomy as applicable)
• Differentiate between Strategic and Operational Decisions • Evaluate the attractiveness of industries and assess their profit potential. • Assess the resources/competencies of the firm and its linkages with competitive advantage. • Develop strategies to create and sustain competitive advantage in a particular industry. • Understand the shift in Businesses from pipelines to platforms.

2.2 Assessment

(Add Rows as required)

Assessment task		
Type *	**When assessed – Session/Week**	**Weight**
Quizzes (Individual)	Ongoing	10%
Simulations (Group) Value Chain Simulation Platform Wars	Sessions 7, 17	10%
Group Project	Based on Coursera Guided Project.	10%
Group Work	Cases and articles in class	10%
Mid Term Exams	Mid-Course	20%
End Term Exams	End of course	40%

Session Wise Details

Module 1: Introduction to Strategy, scope, and key questions

Learning Objectives

Introduction to the concept of Strategy
Characteristics of Strategic Decisions
Levels of Strategy
Strategy vs Operational Effectiveness

The following courses will be integrated with the core course in "Business Strategy and simulations"

Foundations of Business Strategy"

https://www.coursera.org/learn/uva-darden-foundations-business-strategy.

How to innovate with the strategy canvas for competitiveness

https://www.coursera.org/learn/how-to-innovate-with-the-strategy-canvas-for-competitiveness

Students are required to complete the above course during the term and submit the certificate before the end term for eligibility in the term examination

Session	Toipc	Pedagory	Readings	ESG Inclusion
1 &2	Introduction to the concept of Strategy Key questions– Where to compete and how to compete? Strategic Development Process – Assessing Industry attractiveness, Evaluating ability to compete. Explore how sustainability, ethics, and governance shape the definition and scope of modern strategy.	Class Discussion	Article: What is strategy by Michael Porter, 96608-PDF-ENG . *Videos from Module 1 of the Coursera Course:* *Introduction to Strategic Analysis* *SWOT, Competitor, and PESTEL*	✔

	Module 2 Understanding the External Environment			
	Learning Objectives			
	Analyze structure of industries using Porter's five forces framework Barriers to Entry by potential competitors Bargaining power of buyers and suppliers Nature of rivalry between competitors Impact of substitutes			
3	Understanding the various dimensions of the five competitive forces in an industry. Industry Analysis-	Class Discussion	Article: The Five Competitive Forces That Shape Strategy by Michael Porter, R0801E-PDF-ENG *Module 2 from Coursera Courses* *Videos:* *Analyzing Industry Structure* *Toolkit: Porter's 5 Force model.*	
GW1	Class Discussion on Lego (A)	Group Discussion	LEGO (A) – 713478-PDF-ENG	
4&5	Lego (A) Learning to gauge the attractiveness of an industry based on Porter's five forces analysis and how each of the forces affect profitability. Iconic toymaker LEGO stands on the brink of bankruptcy. Jorgen Vig Knudstorp, LEGO's young and newly appointed CEO, must size up changes in the toy industry, learn from the company's recent moves, and craft a strategy that will put LEGO back on track.	Case Discussion	LEGO (A)-713478-PDF-ENG	
GW 2	Application Exercise-Industry Analysis <mark>Emphasis on ESG compliance by industry</mark>	Class Activity		✔
	Module 3: Competitive Positioning			
	Learning Objectives			
	Understanding value chain Understanding sources of competitive advantage			

		Cost leadership and differentiation as sources of competitive advantage Resource Based view of the firm-VRIO model Sustaining competitive advantage			
6	Discussion topics Value chain Activity analysis	Concept Discussion	Article: Creating Competitive Advantage by Pankaj Ghemawat, 798062-PDF-ENG Chapter 3 of Hill & Jones. ***Module 4*** ***Video on Value Chain*** ***Competitive positions***	
GW-3	Value Chain Simulation	Class Activity	Strategy Simulation: Value Champion 8685-HTM-ENG	
7&8	Debriefing	Class Presentation	Strategy Simulation: Value Champion 8685-HTM-ENG	
GW-4	Group discussion on Singapore International Airlines -Strategy with a smile-	Group Discussion	Singapore International Airlines (Strategy with a smile)-TB0173-PDF-ENG	
9	Class discussion on Singapore International Airlines -Strategy with a smile. The case helps develop a framework for understanding the concept of differentiation-based competitive advantage. It illustrates how an organization implementing a strategy of differentiation needs to design its entire value chain with the intent to be outstanding in every value activity that it performs.	Case discussion	Singapore International Airlines (Strategy with a smile)-TB0173-PDF-ENG	
GW 5	Singapore Airlines scoots into the Low Cost Long Haul Category	Group Discussion	Singapore Airlines Scoots into the Low-Cost Long-Haul Category SMU190-PDF-ENG	
10	Singapore Airlines scoots into the Low Cost Long Haul Category- SMU190-PDF-ENG	Class Discussion		

	To distinguish between the different positions between the new airline, Scoot, and its parent brand, Singapore Airlines. Appreciate the difference in the value chain between the two brands. How Back end configuration differs based on front end configuration			
GW 6	**Application Exercise 3**- Comparison between Singapore International Airlines and Scoot.	Group Discussion		
11	Class Discusson on the Exercise above.	Case Discussion		
12	Strategic capabilities in terms of resources and competences, Resource based view, VRIO Model. Role of firm specific resources and competences for achieving competitive advantage	Class Discussion	Article: Looking inside for competitive advantage by Jay B. Barney Academy of Management Executive. *Module 3 from the Coursera Course* *Video on firm Capabilities* *Video on alignment*	
GW 7	Mobilye- The Future of Driverless Cars	Group Discussion	Mobilye- The Future of Driverless Cars 715421-PDF-ENG	
13&14	Mobilye- The Future of Driverless Cars This case explores the company's competitive position, the challenges of sustaining its advantages in a highly competitive industry, and how it should work with Google, the publicly perceived leader in the self-driving revolution	Case Discussion	Mobilye- The Future of Driverless Cars Case Study 715421-PDF-ENG	
AE-1, 2,3	Using small caselets, students define the industry, the nature of competition, opportunities, the target customer group, the value proposition, the value chain, revenue model.	Class Activity	Small Caselets.	
	Module 4: Strategy and technology Learning Objectives Dynamics of two-sided markets			

	Technical Standards and Format wars Network Effects			
15	**Simulation Exercise** MIT Open-courseware- Sony's Battle for Video Game Supremacy	Class Activity	*Simulation on Platform* MIT Open-courseware- Sony's Battle for Video Game Supremacy	
16	Debriefing on simulation	Class Discussion	1. Chapter 7, Hill and Jones. 2. Thomas R. Eisenmann; Geoffrey Parker; Marshall W. Van Alstyne, Strategies for Two-Sided Markets, Harvard Business Review, 2006, R0610F-PDF-ENG	
17	Pipelines, Platforms and New Rules of Strategy	Class Discussion	Pipes, Platforms and the new rules of Strategy- R1604C-PDF-ENG	
GW-8	Uber vs Didi The race for China's ride hailing market	Case Discussion	Uber vs Didi IN1306-PDF-ENG	
18,19	Fundamentals of a platform business model (analysis of two-sided markets; how to jumpstart adoption) Competition among platform businesses (analysis of strength of "network effects", potential for "winner-takes-all", and "platform envelopment" effects			
GW-10	Yourstory- Strategically communicating Entrepreneurial Journeys W17590-PDF-ENG	Group discussion	Yourstory- Strategically communicating Entrepreneurial Journeys W17590-PDF-ENG	
20, 21	Yourstory- Strategically communicating Entrepreneurial Journeys To understand how business strategy is formulated by considering market opportunities and evaluating the resources and capabilities of the organization.	Case discussion	Yourstory- Strategically communicating Entrepreneurial Journeys W17590-PDF-ENG	
22,23	Final Presentations	Group Projects	Group Project Presentations.	

24	Revision	Class Discussion		

Reference Text

     Strategic Management, An integrated Approach by Charles W Hill and Gareth R Jones, 9th Edition

Prescribed Articles

1. What is strategy, Michael Porter
2. The five forces that shape strategy, Michael Porter
3. Creating competitive advantage, Pankaj Ghemawat
4. Looking inside for competitive advantage by Jay B. Barney, Academy of Management Executive.
5. Strategies for Two-Sided Markets, Harvard Business Review, 2006.
6. Pipelines, Platforms and New Rules of Strategy-Harvard Business Review

Recommended Cases

7. Lego (A) The Crisis
8. Singapore International Airlines, Strategy with a smile
9. Singapore Airlines Scoots into the Low-Cost Long-Haul Category
10. Mobilye- The Future of Driverless Cars
11. Uber vs Didi-The race for China's ride hailing market
12. Yourstory-Strategically communicating Entrepreneurial Journeys

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Important Note: Students should cite all the sources of data used while analyzing and preparing the report. Failure to acknowledge the source shall be considered as plagiarism and will subject to penalty. The submitted projects will be processed through Turnitin to check for any kind of plagiarism activity. Academic integrity of the highest order should be maintained by all the students in the class.