### SESSION PLANS

**COURSE:** ABE Level 6 Business strategy and Decision-Making

**ELEMENT:** Element 3: Strategic Formation: Option Development in a business contexts

## **LEARNING OUTCOME 3**

**3. Critically evaluate an appropriate range of development options on which to base business strategy (weighting 25%)**

**ASSESSMENT CRITERIA:** 3.1 Assess the appropriateness of current bases of organisational purpose and generic strategies

3.2 Critically review directional strategy frameworks for organisational development

3.3 Evaluate alternative approaches and methods for implementation of a business strategy

3.4 Apply a range of models to generate justifiable strategic options which will facilitate strategic decision-making in a given organisational situation

3.5 Evaluate appropriate different scenarios for successful strategic development

**NUMBER OF SESSIONS:** Five - approximately fifteen hours in total (plus self-study)

**SESSION TOPICS:** Session 1: Strategic foundations

 Session 2: Strategic direction

Session 3: Strategic approaches and methods

 Session 4: Summary rationale for option development

 Session 5: Scenario evaluation

**Note to tutors: this is the recommended session plan for learning outcome 3, element 3 of ABE Level 6 Business Strategy and Decision-making. You should follow the plan, using the resources (referenced as ‘slides’ here) and activities provided. It is important to enhance all sessions with local examples and case studies, involving the learners ACTIVELY wherever possible.**

### SESSION 1: Strategic foundations

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| **Approx.****Duration** | **Topic** | **Tutor Activity** | **Slides** | **Learner Activity** | **Formative Assessment** |
| **3-4 hours total** | Introduction to element 3 and learning outcomesSession outcomes  | Use file: **6UBSD Presentation E3**Explanations on LO3 and strategy formation and developmentAssessment criterion 3.1 | 1-56 | Feedback from E2 LO2 activity (9)  |  |
|  | Corporate purpose | Input – **Corporate purpose** and influences for strategy formation.Definitions of corporate purpose and business ethics.Stakeholder groups and analysis. | 7-13 | Session activity (1):Stakeholder needs and expectations based on internal, connected and external stakeholders for Toyota | **6UBSD E3 LO3 Activity 1** – Stakeholder needs and expectations |
|  | Mission and vision | Input – Concept of **vision** and mission statements as part of corporate purpose.Case study: Tata Group vision. | 14 | Session activity (2) Analyse Toyota’s guiding principles. What does it mean in practice? Impact on strategy formation to meet stakeholder needs and expectations | **6UBSD E3 LO3 Activity 2** – Toyota guiding principles |
|  | The business model | Input – **Business model purpose** and alternatives:* Define purpose of business model
* Revise Porter’s generic strategies
* Discuss Bowman’s strategy clock – case Toyota
 | 15-24 | **Class discussion**: Strategy Clock for passenger airlines |  |
|  | Review of session and learning outcomes | Run through session outcomes to demonstrate coverage.Recap Question and Answer.Homework briefing for activity 3. | 25 | Q&A involvement.Homework and study guide reading for review especially Toyota case and strategy clock. | **6UBSD E3 LO3 Activity 3** – Homework – Corp purpose and strategy clock |

### SESSION 2: Strategic direction

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| **Approx.****Duration** | **Topic** | **Tutor Activity** | **Slides** | **Learner Activity** | **Formative Assessment** |
| **3-4 hours total** | Recap on session 1Introduction to session and learning outcomes | Use file: **6UBSD Presentation E3**Assessment criterion 3.2 | 26-27 | Review of homework – Discussion from Homework review of corporate purpose and basis for strategy formation |  |
|  | Alternative directions | Input – **Alternative directions** of strategy development:* Meaning of consolidation, protect and build
* Review: strategic horizons
 | 28-31 | **Class discussion** on meaning of consolidation and protect/build*Discussion* and Q&A on strategy horizons with examples. Also related to strategy clock |  |
|  | TOWS matrix | Input **– TOWS matrix**:Description and applicationLink to SWOTImpact of mega-trends – demographic shifts, economic power, urbanization, climate change, resource scarcity | 32 | Session Activity (4): TOWS matrix. Use SWOT from Raj and/or motor company | **6UBSD E3 LO3 Activity 4** – TOWS Matrix |
|  | Product/market strategies | Input –**Product/market strategies:**Ansoff’s growth matrix – link to technology and customer diversityReview BCG and GE multifactor matrices for product and market developmentPorter’s diamond for internationalisation | 33-37 | Session activity (5): Ansoff’s matrixUse consumer car market as example. Link to technology and customer diversity and international strategies for markets. Examples of companies/products should be discussed**Class discussion** on international factors based on car market (Porter’s Diamond) | **6UBSD E3 LO3 Activity 5** – Ansoff’s growth matrix |
|  | Diversification | Input – **Diversification**Definitions – related, unrelatedSegment by segmentVertical and horizontal diversification | 38-43 | **Class discussion** on diversification approaches for related and unrelated diversification with examples  |  |
|  | Review of session and learning outcomes | Run through session outcomes to demonstrate coverageRecap Question and Answer.Homework briefing  | 44 | Q&A involvement, capture key points and company examples.Homework and study guide reading | **6UBSD E3 LO3 Activity 6** – Homework – TOWS and Ansoff |

### SESSION 3: Strategic approaches and methods

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| **Approx.****Duration** | **Topic** | **Tutor Activity** | **Slides** | **Learner Activity** | **Formative Assessment** |
| **3-4 hours total** | Recap on session 2Introduction to session and learning outcomes | Use file: **6UBSD Presentation E43**Assessment criterion 3.3 | 45-46 | Review of homework – student presentations on Toyota Global strategic directions – also relate to other industries of interest |  |
|  | Strategic approaches | Input – **Alternative approaches** to strategy * Investment, portfolio and positioning management, harvesting, divestment
* Review of GE Matrix and TOWS
* Shell directional policy matrix
* ADL matrix
 | 47-51 | Q&A and discussion about models and what the terms mean – why they would be appropriate.Session Activity (7): Apple case study in resources pack discuss | **6UBSD E3 LO3 Activity 7** – Apple portfolio management |
|  | Strategic methods | Input – **Methods of developing strategies**Organic or natural growth – reasons.* Mergers and Acquisitions – definition, relational dependencies, stakeholder interests, reasons
* Joint ventures and alliances
 | 52-65 | Class questions: diversification and approach to organic growthSession activity (8): Class discussion on M&A. Joint venture and alliance methods of development. | **6UBSD E3 LO3 Activity 8** – Mergers and acquisitions |
|  | Review of session and learning outcomes | Run through session outcomes to demonstrate coverageRecap Question and AnswerHomework briefing  | 66 | Q&A involvementHomework and study guide reading for Learning outcome 3 | **6UBSD E3 LO3 Activity 9** – Homework – Apple case |

### SESSION 4: Summary rationale for option development

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| **Approx.****Duration** | **Topic** | **Tutor Activity** | **Slides** | **Learner Activity** | **Formative Assessment** |
| **3-4 hours total** | Recap on session 3Introduction to session and learning outcomes | Use file: **6UBSD Presentation E3**Assessment criterion: 3.4 | 68-69 |  |  |
|  | Rationale for option development | Input – **Rationale*** Business structure
* Drivers of strategy development
* Appropriateness – valid, authentic, relevant, current and sufficient)
* Logistics
 | 70 | Review of homework – key points from research on Apple case study |  |
|  | Case study application (allow up to 2 hours) | Case study application for **Apple:**BriefingSummary of option development processPhase 1: strategy analysisPhase 2: Purpose and basis of strategyPhase 3: Strategic directionPhase 4: Strategic approach optionsPhase 5: Strategic methods | 71-79 | Session activity (10): Focus on AppleStudents should work in groups systematically working through each phase using a range of models and techniques throughout the session. Plenary advised after each phase to deal with queries and reminder of inputs.See also Study guide table ‘Summary of key tools and models for strategic analysis and formation.’Feedback presentations. | **6UBSD E3 LO3 Activity 10** – Apple option development |
|  | Review of session and learning outcomes | Run through session outcomes to demonstrate coverage.Recap Question and Answer.Homework briefing  | 80 | Q&A involvement.Homework and study guide reading for Learning outcome 3 | **6UBSD E3 LO3 Activity 11** – Homework – Apple case |

### SESSION 5: Scenario evaluation

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| **Approx.****Duration** | **Topic** | **Tutor Activity** | **Slides** | **Learner Activity** | **Formative Assessment** |
| **3-4 hours total** | Recap on session 4Introduction to session and learning outcomes | Use file: **6UBSD Presentation E3**Assessment criterion: 3.5 | 81-82 | Review of homework – student hand in of activity (11) write up on Apple option development |  |
|  | Scenario development | Input – **Scenario development:*** Definitions of development and process
* Models for scenario outcomes
* Balanced Scorecard
* Delphi technique
 | 83-87 | Session activity (12): Scenario development 1 – Balanced scorecard based on Apple - with feedbackSession activity (12):Scenario development 2 – Delphi technique based on Toyota | **6UBSD E3 LO3 Activity 12** – Scenario development |
|  | Scenario risk assessment | Input – **Risk assessment:*** Approaches – Salleh – Best, middle worst case
* Schwartz risk assessment
* Future-proofing - Sensitivities, dependencies, market positioning
* Review mega-trends

Impact and probability assessment | 88-91 | **Class discussion**: Scenario risk assessmentUndertake risk assessment for Apple and Toyota based on factors and trends (mega). Include best and worst case etc |  |
|  | Review of session and learning outcomes | Run through session outcomes to demonstrate coverageRecap Question and AnswerHomework briefing  | 92 | Q&A involvementHomework and study guide reading for Learning outcome 3 | **6UBSD E3 LO3 Activity 13** – Homework – Review scenarios and risks |