



COURSE SYLLABUS

Course Number: **LS 127**
 Title: **STRATEGY IMPLEMENTATION**
 Semester and School Year: **Second Semester SY 2012 - 2013**
 Instructors & Schedule:

Section	Schedule	Room	Instructor	Email
A	T-TH 0730-0900	CTC 104	YU, SHERWIN G.	goopyu@yahoo.com
B	T-TH 1030-1200	CTC 205	SABUG, FRUCTUOSO T., JR.	f.t.sabug@gmail.com
C	T-TH 0900-1030	K-204	GALURA, MARIA TERESA L.	tgadura@ateneo.edu
D	T 1630-1930	CTC 103	GARCIA, RENATO B.	tatobg@gmail.com
E	TH 1630-1930	SOM 105	ONGPIN, ANTONIO C.	tonyongpin@yahoo.com
F	T-TH 1630-1800	SOM 202	GUBALLA, HECTOR P.	hguballa@ateneo.edu
G	F 1330-1630	SOM 105	MAYUGA, RAMON L.	rlm@mozcom.com
H	T-TH 0730-0900	SOM 104	FILART, JOHNNY U.	johnny.filart@gmail.com
I	W 1630-1930	SOM 104	CRUZ, JOSE GERARDO A.	josegerardocruz@gmail.com
J	M 1800-2100	CTC 118	RAPISURA, MARIEL VINCENT A.	vincent.rapisura@sedpi.com
K	T-TH 1330-1500	CTC 205	SABUG, FRUCTUOSO T., JR.	f.t.sabug@gmail.com
L	T-TH 1630-1800	SOM 102	MANUELA, JR., WILFRED S.	wilfred.s.manuela@gmail.com
M	TH 1630-1930	CTC 103	MAYUGA, RAMON L.	rlm@mozcom.com
N	T-TH 0900-1030	CTC 104	VALENCIA, ARTURO A.	avalencia@ateneo.edu
O	T-TH 0900-1030	SOM 104	YU, SHERWIN G.	goopyu@yahoo.com
P	T-TH 1500-1630	CTC 203	MANUELA, JR., WILFRED S.	wilfred.s.manuela@gmail.com
Q	T-TH 1500-1630	CTC 205	SABUG, FRUCTUOSO T., JR.	f.t.sabug@gmail.com
R	M-W-F 1030-1130	SOM 105	GALANG, ROBERTO MARTIN N.	robertogalang@yahoo.com

- A. COURSE DESCRIPTION - as described in LS 126/127 (distributed in 1st sem)
- B. COURSE OBJECTIVES - as enumerated in LS 126/127 (distributed in 1st sem)
- C. REQUIRED TEXTBOOK - as listed in LS 126/127 (distributed in 1st sem)
- D. COURSE OUTLINE, SCHEDULE, AND READINGS

Week	Start of Classes: November 5, 2012 Welcome. Syllabus/Course Requirements. Review of Group Business Plan Implementation
2-6	Lecture /Quiz/ Case or Group Discussions or Consultations/Research/Fieldwork ¹ November 30: Bonifacio Day (Regular Holiday) *Business Project Status Report Pass 1 (Results of November Operations w/ feedback on whether underlying business strategy is sustainable) due week ending Dec.15, 2012
7-8	Christmas Break Dec. 22, 2012 - Jan. 6, 2013
9-10	Start of Classes: January 7, 2013 Lecture /Quiz/ Case or Group Discussions or Consultations/Research/Fieldwork ¹ *Business Project Status Report Pass 2 (December Oper.) due week ending Jan. 12, 2013 **Corporate Strategic Audit final report (2nd part Analysis & Recommendations) due week ending Jan. 19, 2013
11-13	Lecture/Long Test or Consultations or Case/Corp. Strategic Audit/Mock Presentations ¹ *Business Project Final Report Submission due on or before 9:00am of Feb. 8, 2013
14	Panel Presentations on Feb. 16, 2013
16	Exam week for seniors Feb. 20-22, 2013

Notes:

1/ At the option of the professor to be announced at the start of classes.

2/ The students **will be required to attend** four (4) out of **six (6)** LS127 Workshops organized by the Department (Offered on a Wednesday or Thursday, **4:30 – 6:30** pm at the Leong Hall*) as follows:

- #1 Nov.14 (Wed.) **Balanced Scorecard**
- #2 Nov. 29(Thu.) **Family Business**
- #3 Dec. 6 (Thu.) **International Business Opportunites**
- #4 Dec. 12 (Wed.) **Social Entrepreneurship**
- #5 Jan. 9 (Wed.) **Start up Financing**
- #6 Jan. 24 (Thu.) **Management in the BPO/KPO Industry**

***Note: Final date and venue may be subject to change depending on guest lecturer’s availability.**

Required readings for the 2nd Semester to be announced by the professor.

F. METHODOLOGY/COURSE REQUIREMENTS

◆ Interactive lectures	◆ Group Business Project ⁽¹⁾
◆ Class discussions	◆ Group Research (Corporate Strategic Audit) ⁽²⁾
◆ Written Analysis of Cases ⁽³⁾	◆ Experiential exercises
◆ Team presentation on case analysis ⁽³⁾	◆ Outside readings on current strategic issues

1. **Group Business Project:** Submission of a written business plan and its presentation to a departmental panel at the end of the 1st semester. Implementation of the plan for at least three months during the 2nd semester, submission of periodic and final written reports (Appendix A) of operations, and presentation of operational performance, lessons learned, and future plans to a departmental panel. For the Panel presentations, each presenting group is allocated only one hour with the panel as follows: 10 minutes preparation time + 30 minutes presentation time + 20 minutes dialogue or oral defense. Panelists may ask the group to hurry up their presentation or even cut them off if they exceed the maximum 30 minute presentation limit.
2. **Group Research** on a company (**Corporate Strategic Audit**) during the 2nd sem.
3. **Written Analysis of Cases (WACs) / Team Presentations:** Individual or group WACs to be submitted; group class presentations may be required **OR Successful participation in international strategy competitions** during the 2nd semester
4. **Faculty mentoring.** Advice and guidance provided by faculty during formulation and implementation.
5. **Long Tests,** quizzes, WACs, experiential exercises, recitation at option of professor.
6. **Reports/reflection papers** on extra readings.

G. GRADING SYSTEM

	Semester	
	<u>1st</u>	<u>2nd</u>
◆ Group Business Project	35	35
- Development/Written Submissions	20	
- Panel Presentation	15	
◆ Group Research/Reports (Corporate Strategic Audit)	5	10
◆ Long Tests, individual WACs and reports, reflection papers, Quizzes, Participation in International Competitions*	50	45
◆ Class Participation/Recitation	<u>10</u> 100%	<u>10</u> 100%

* Students are encouraged to participate in international business strategy competitions to enhance their learning experience as well as benchmark the quality of our students against others schools in the region.

- H. **CLASSROOM POLICIES** – as in previous syllabus distributed last semester.
- I. **CONSULTATION HOURS** – to be announced by professor.

APPENDIX A: Business Project Management Report/Presentation Guidelines

Suggested Outline for the Final (Management) Report (Panel Presentation Date – February 16, 2013)

1. EXECUTIVE SUMMARY
2. BUSINESS PLAN
 - A. HIGHLIGHTS OF BUSINESS PLAN (This is a concise summary of your original business plan.)
 - B. DEVIATIONS / PLAN REVISIONS (IF ANY) (If you practically changed your business, include a more detailed narration of why you did so and how you came about with your new plan.)
 - C. KEY MILESTONES / TIMETABLE (what you set and used, whether based on original or revised plans)
 - D. KEY RESULTS AREAS (what you set and used, whether based on original or revised plans)
3. BUSINESS IMPLEMENTATION (Actual Operating Results for the required minimum period covering **November 1, 2012 – January 31, 2013**)
 - A. ACTUAL VS. PROJECTED KEY RESULTS/ACCOMPLISHMENTS (preferably in tabular form)
 - B. VARIANCE ANALYSIS (Explanation of significant deviations.)
 - C. MAJOR CHALLENGES / PROBLEMS ENCOUNTERED AND MANAGEMENT RESPONSE
 - D. ACTUAL FINANCIAL STATEMENTS (Income Statement, Cash Flow Statement, Balance Sheet covering **November 1, 2012 – January 31, 2013**.)
4. STRATEGY EVALUATION: You are to use Fred David's strategy evaluation framework as discussed in Chapter 9 (figure 9.2) of the textbook and supplement it with either Rumelt's Criteria for Strategy Evaluation (Table 9.1 - consonance, feasibility, consistency, advantage) OR the Balanced Scorecard approach using four perspectives: financial performance, customer knowledge, internal business processes, and learning and growth including the evaluation of your customers' satisfaction and awareness, managers and employees, operations and processes, business ethics and the natural environment, and financial issues.
 - A. Fred David's Strategy Evaluation Framework with recommended corrective actions
 - B. Other Strategy Evaluation Tools (Rumelt's criteria **OR** Balanced Scorecard approach) with additional recommendations
 - C. LESSONS LEARNED
5. FUTURE PROSPECTS*
 - A. GROWING YOUR BUSINESS (How do you take your business project to the next level as a sustaining entrepreneurial venture?)
 - B. IMPROVED BUSINESS PLAN (covering balance Year 1, and Years 2 and 3 or up to the end of year 2015. Your improved Business Plan should cover all essential sections. You do not need to write a totally new plan. You can highlight the new or different moves you will do over the next 3 years.)
 - C. PROJECTED FINANCIAL STATEMENTS (covering Years 1, 2, and 3; Income Statement, Cash Flow Statement, Balance Sheet)
 - D. FUNDING PLAN (Loan? Angel investors? Own money? Present your Statement of Sources and Uses of Funds)

* If your group has plans to continue the business project as an entrepreneurial venture after this school year, then you should be presenting your actual plans and projections for the next 3 years in this

section. If you have no intention of pursuing the business project, this part could be modified and presented as a Livelihood Opportunity for adaptation by a depressed community. Identify the community and what they must do to benefit from this business. Show that it can be feasible. You must inform your teacher beforehand if the project will be transformed to a socially oriented project.

The complete Management Report will be submitted by **9:00 am of Friday, February 8, 2013. Reports are to be submitted in 4 hard copies plus 1 soft copy on CD. All Reports should be bound with acetate covers, showing the PICS cover page.** Panel Presentations are scheduled for **Saturday, February 16, 2013.**