PROGRAMME: MBA, Heriot Watt

DURATION: 45 hours

DAY(S): 15 days

LOCATION: San Fernando

COMPONENT: Strategic Planning

LECTURER: Ramchand Ramcharan

RAMCHAND RAMCHARAN

Ramchand Ramcharan holds a position of Director, Programmes and Change Management with the Water and Sewerage Authority (WASA) of Trinidad and Tobago, with the responsibility for planning and execution of major water and wastewater projects, organisation restructuring, strategic planning and institutional strengthening.

He has extensive knowledge and over thirty years experience working in many management disciplines including Projects, Operations, Design and Construction, Human Resources and Corporate Development, in both public and private sector organisations.

He has tutored in many disciplines including Managing Projects and Performance Management on the Henley MBA course, Construction / Project Management on the Heriot Watt MSc. Programme, in Project Management and Strategic Planning in the Heriot Watt MBA Programme, PMP certification and facilitated workshops on Procurement and Contracts, Risk and Value Management, Team Building and Human Resources, Communication and Negotiation in Projects.

He also has delivered seven conferences papers in project management areas.

Mr. Ramcharan holds a Bachelor of Science degree in Civil Engineering from the University of the West Indies and a Masters degree in Business Administration from Henley, the Management College in the U.K. and is a certified Project Management Professional (PMP).

He is a member of the Association of Professional Engineers of Trinidad and Tobago (APETT), a member of the Project Management Institute (PMI) and is registered with the Board of Engineers of Trinidad and Tobago.

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<thead>
<tr>
<th>ITEM No.</th>
<th>Lecture Day &amp; Date</th>
<th>Hrs.</th>
<th>Cum.</th>
<th>Lecture Topic</th>
<th>No. of Sessions</th>
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<tr>
<td>1</td>
<td>Sunday 17 July 2011</td>
<td>3</td>
<td>3</td>
<td>Overview of course, strategic planning model, Case study</td>
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<td>2</td>
<td>Sunday 24 July 2011</td>
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<td>6</td>
<td>Planning approaches, strategy making process, levels of strategy, case study</td>
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<td>Sunday 31 July 2011</td>
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<td>9</td>
<td>Definition of strategy, Ritell, Tame and Wicked Problems, Case study</td>
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<td>Strategic thinking, strategic planning, structure analysis and integration, Case study</td>
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<td>Sunday 7 August 2011</td>
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<td>Definition of models, Strategic Planning process</td>
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<td>Model Application of Process to case</td>
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<td>Sunday 14 August 2011</td>
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<td>Vision, Mission, Objective setting, disaggregation, Principal Agent problems, Case study</td>
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<td>Sunday 21 August 2011</td>
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<td>Sunday 16 October 2011</td>
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<td>3</td>
<td>Feed Back, Communication Channel case study</td>
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<td>Sunday 23 October 2011</td>
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<td>Exam Paper</td>
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<td>Sunday 30 October 2011</td>
<td>15</td>
<td>3</td>
<td>Revision</td>
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Session 1

Class is provided with case
Students generate ideas as to why the company performance is satisfactory or unsatisfactory
Link ideas to the strategies planning model
Emphasize the need for use of the strategic planning process model
Provide an overview of the entire course

Session 2

Class is provide a possible strategy
Discuss the issues, questions to be asked
Class participates in generating ideas
Show links of question to the MBA core modules
Discuss the three planning approaches – rational, emergent and resourced based
Discuss the strategy making processes – how well we are doing, how should we be doing in the future, how can we
Discuss the three levels of strategy – corporate, business and operational
Case Analysis to reinforce the above strategy making process

**Session 3**
Definition of strategy
Discussion of Ritell’s, Tame and Wicked Problems

**Provide class with a situation**
Discuss the arguments and situations to the problems
Align solution to Ritell’s, Tame and Wicked Problems
Explain strategic thinking
Discuss the elements of strategic planning – structure, analysis, integration, control and feedback

**Provide and discuss a case to reinforce the concepts**
Discuss the development of strategic ideas
Benefits of strategic planning

**Session 4**
Definition of model
Components of strategic planning model – knowledge management, learning organization, innovation, course and b
Strategic planning process model

**Application of process model to case**
Discuss strategist – who decides to do what
- Who are the strategists?
- What experience they possess
- What are the advantages
- Draw conclusions

**Session 5**
Objectives
Discuss objective setting, vision, mission, gap analysis, disaggregated objectives
Principal agent problem

**Class provided with a Case and discussion on**
Identifying of the objectives
Were these objectives clear?,
May use Ansoff Product /Market matrix,
Make assumptions where necessary as to the possible alternatives or possibilities,
Does the objective or process of setting objectives have advantages to the company.
Identify Principal Agent problems

**Session 6**
Analysis
Discussion on Macro environment, competitive advantage of the nations, forecasting, PEST, Environmental scan

**Class provided with Case and discussion on Macro environment**
What information exist?
Macro economic Factors-Determination of GNP and business cycles, GNP elasticity, interest rates, inflation, unem
Competitive advantages of Nation-National market factors which relate to the source of competitive advantage
Forecasting-Predicting changes in key factors in the economy and the market place
PEST-Checklist of factors which may affect the company in the future
Environmental Scanning-Identifying and tracking potentially important changes
Session 7
The Industry Environment
Discussion on The Industry - demand and supply, market structures, game theory, segmentation, differentiation, quality
Class provided with a Case and discussion on the Industry environment
Market Structure
Demand and supply- Interpreting the impact of changes in market conditions
Types of competition and rivalry
Game theory- Deriving competitive response with limited information
Segmentation-Identifying unexploited opportunities in existing markets
Quality
Determinant of demand and differentiation (perceived price and differentiation)
Life cycle-Dynamic product development
Portfolio models-Strategic management
Strategic groups-Company positioning
Five forces analysis -Identifying competitive forces
First mover advantage-Capitalise on earlier move

Session 8
Internal Analysis
Internal – opportunity cost, marginal cost, break even, payback, accounting ratios, benchmarking, R&D, HR, value
Competitive – strategic capability, competencies, strategic advantage profile
Class provided with a case to apply the concepts and tools

Session 9
Choice
SWOT analysis
Generic Strategy – corporate management, stability, expansion, retrenchment, SBU management, cost leadership, differentiation
Class provided with a case to apply the concepts and tools

Session 10
Strategy Variations
Related and unrelated, vertical integration, acquisition, synergy, alliances, joint ventures, expansion
Class provided with a case to apply the concepts and tools

Session 11
Strategic Choice
Discussion on shareholder wealth, performance gap, corporate management, SBU management, risk and uncertainty
Class provided with a case to apply the concepts and tools

Session 12
Implementation
Discussion on Resources and structure – types of structure, advantages and disadvantages,
Resources Allocation – resources for recruitment, managing change, critical success factors, management style, budgets
Evaluation and control – objectives setting, targets, milestones, evaluation
Class provided with a case to apply the concepts and tools
Session 13 Feedback
Communication channels, ability to adapt, learning organisation
Class provided with a case to learn how to apply the concepts and tools using entire Strategic process plannir

Session 14 and Session 15 Past papers

Start Dates:
achieve successful change
Benefits of modeling approach

ng, Scenarios

ployment and their relationship to company costs
demand and supply, market structures, game theory, segmentation, differentiation, quality, life cycle, portfolio models, strategic groups, five forces analysis, first mover advantage

chain, competence, synergy, diversification, power culture, sensitivity

Differentiation, focus, stuck in the middle

γ, managerial perception, SWOT

dgets
ng model to identify and resolve organisational problems