MBAC 812 EC

STRATEGIC MANAGEMENT APPLICATION: COMPANY PROJECT

Faculty of Economic and Management Sciences

MOD compiled by: Prof TE du Plessis

North-West University

It all starts here

- Ranked in the top 5% of universities globally by the QS-rankings
- Contributes the second largest number of graduates annually to the labour market

Dit begin alles hier

- As een van die top 5% universiteite wêreldwyd deur die QS-ranglys aangewys
- Lewer jaarliks die tweede meeste graduandi aan die arbeidsmark

Gotlhe go simolola fano

- Re beilwe mo gare ga diyunibesiti tse 5% tse di kwa godimo go ya ka peo ya maemo ya QS
- Ngwaga le ngwaga go abelwa palo ya bobedi ka bogolo ya badiri mo maketeng ya badiri

NORTH-WEST UNIVERSITY

Module information

Module code	MBAC 812
Module name	Strategic management application: Company Project
Module credits	**12 credits** This implies that you must spend a total of 120 hours to master the outcomes of this module successfully. For total study hours per study unit, refer to electronic study material.
NQF level	**9**
Prerequisites	
Additional resources or requirements to complete module successfully	

Lecturer and contact information for every campus

	Potchefstroom
Name of lecturer(s)	Prof Tommy du Plessis
Office telephone	018 299 1419
E-mail address	tommy.duplessis@nwu.ac.za Alternative tomdup25@gmail.com
Building and office number	K14 Office
Consulting hours	By appointment
Additional support	

Preface by the programme manager

"…perhaps we have not perceived quickly enough that we are in a society which is changing radically. We've laid our plans on the basis that the future will be substantially the same as the past, and however good the plans have been, however fine the goals which we have set ourselves, and many people have done extraordinarily well – they have lacked the crucial element of a more realistic view of the future."

- Gavin Relly, chairman of Anglo American Corporation

Dear Student,

A warm word of welcome from the NWU Business School. May your studies here be both enriching and pleasant. I hope that your association with the Business School will be to your advantage as well as to that of your company, and that it will become a lasting and possibly even a permanent one.

The vision of the Business School is to be at the cutting edge of practical business solutions – a goal on which we are focused.

The mission of the Business School is the unlocking and realisation of the leadership potential of people.

We achieve this by adhering to the highest standards of:

- Quality
- Professionalism; and
- Creativity

In the compilation and presentation of the training courses, the Business School endeavours to achieve the highest quality. Overall, this mission leads to the development of successful general managers and contributes to the development of management and the national economy in South Africa. The philosophy of management training at the Business School is the following:

- The fundamental basis of our training is that of educating the student in such a way that he/she realises the importance of ethical norms and morality in management. This philosophy is the basis of management in a free market economy and open community and forms an integral part of the Christian philosophy and world view that is upheld by the North-West University.
- An integrated management approach is followed. Therefore, the student is taught to think in an inter-disciplinary, analytically-scientific and holistic way. It is therefore not the philosophy of the Business School to train specialists in the functional areas of a business organisation, but to prepare the student for his/her role in a mature integrated top management team.
- The training of the Business School is academically based and therefore comprises an established theoretical foundation. It is a high priority of the Business School that the student receives training in the science of management.
- The training is furthermore practical and professional. The students are expected to apply the theory, ethics and principles of management in the actual business environment, as management is always situation bound. For this purpose, case studies, technical reports and practical exercises are used.
- The training is structured in a manner that ensures that students receive training in certain management skills. The Business School furnishes the students with instruments that enable them to become managers. To become a good manager, however, the student must possess the relevant, inherent managerial qualities.
- Creativity and innovation are key concepts in the philosophy of training at the Business School. The development of entrepreneurs and intrapreneurs accordingly enjoys the highest priority during training.
- The Business School is client oriented. Students are not merely numbers on a computer. Personal attention to the individual student is a high priority in the training philosophy of the Business School. The Business School is concerned about the future welfare of its clients.

In order to apply this philosophy in such a manner that the student reaps the greatest benefit from it, the Business School progressively makes use of a training structure that is based on communication between lecturer and student on the one hand, and communication between student and student on the other hand. Obviously, the part-time management-training programme calls, in great measure, for independent study and work. The growing importance of group decision-making in the modern approach to management compels the simulated application of this technique in the process of management training. To achieve this, students are divided into syndicate groups.

The training will progressively be modelled around work within these groups. In conclusion, the management training will be provided in the form of regular lectures on Saturdays (Potchefstroom), Mondays (Vaal Triangle Campus) of block release (Mafikeng). It will be supplemented with study schools, which are used as a means of developing or rounding off of students.

The structure for management training was created by the Business School for the sole benefit of the student. However, it requires maximum effort and input from the student to achieve maximum returns there from.

The purpose of this study guide is to provide the student with a brief synopsis of the entire MBA programme. I would strongly urge you to study the attached pages of this study guide carefully, as it is extremely important that you are well informed as to what we expect from you and also what you may expect from us.

On behalf of myself, as well as the academic and administrative staff of the Business School, I wish to place our services at your disposal at all times. The completion of an MBA degree at the Business School is your key to success. We wish to extend our best wishes to you during your period of study.

Best wishes

PROF RONALD LOTRIET

MBA Programme manager

Introduction

Purpose of the module:

The study guide's purpose is to furnish you with a brief explanation of the MBA degree. It provides the following information:

- Which courses you will follow.
- Goals of each course.
- Prescribed work for each course.
- Recommended reading material for each course.
- The work programme for the year.
- The lecture schedule and dates.

Please note that this study guide does not replace the official brochure of the NWU Business School.

Correspondence

All correspondence must be directed to the Programme Manager at the following address:

The Programme Manager

Prof Ronald Lotriet

NWU Business School

North-West University

Private Bag X05

Noordbrug

2522

If you should require further information with regard to a specific course, please contact the relevant lecturer in this regard.

Rationale

This module aims at equipping you as an MBA student to think strategically when analysing the history of a company. This process is necessary when evaluating past performance as well as planning future strategies and directions of a given organisation/business. You will need to apply all the knowledge accumulated over the previous years of your studies. Every subject will have an influence in this regard.

The module, “Company project” is a group project. However, the individual contribution of group members will be closely monitored and assessed by members of the group and mentors alike.

Method of work for this module

Unlike other modules of the MBA programme, this module entails mostly group work. Students will be selected into workable groups within geographical areas. Each group will have to select a suitable organisation or division of such organisation, and completing a project encompassing:

- A case study of the organisation (the recent past (history) of such organisation)
- Formulation of a winning strategy for the next three years after comprehensive External and Internal analysis’
- Planning for the effective implementation of such winning strategy

The presentations to a panel of Business School academics, the other members of the MBA Phase 2 group, as well as a few members of the management team of the chosen organisation will take place on predetermined dates.

Strict confidentiality will be ensured throughout the process and only selected academic staff members who are part of the project evaluation will have any insight into the prepared project document. After presentation, this document (all copies) can either be returned to the organisation, or destroyed.

On top of the mandatory contact sessions, each syndicate group will have to consult with their allocated mentors for a minimum of 10 hours.

Teaching and learning in this module

Give an overview of the way teaching will be used to facilitate the development of the outcomes listed below. Also include your teaching approach during contact sessions and the online environment (eFundi)? E.g. participation in contact sessions, class preparation, practical sessions, field trips, active learning techniques such as presentations, group discussions, debates, which will be used.

Give details of what students must do to benefit and learn from this module, e.g. class attendance, collaboration with other students, note taking, deadlines, tutorials, teaching assistants, extra classes, etc.

Module outcomes

Upon completion of the module, the participant should be able to:

- Influence managerial processes and structures critical to the successful implementation of the formulated strategic action plan; and
- Integrate the multi-discipline world of management training to practical problem-solving on a company level.

Assessment criteria

The module outcomes will be mastered if you are able to:

- Submit a competitive hard copy containing:

- ∗ A case study of the organisation (the recent past (history) of such organisation)
- ∗ Formulation of a winning strategy for the next three years (taking External and Internal influences into consideration)
- ∗ Planning for the effective implementation of such winning strategy

- Present the project to a panel of Business School academics, the other members of the MBA Phase 2 group, as well as a few members of the management team of the chosen organisation on predetermined dates.

Assessment

Assessment will be in both formal and summative format: Formal assessments will take the form of individual and group assignments; There is critical cross-field outcomes between the module, MBAC 811 - Strategy management (Strategic formulation), and the MBAC 812 – The Company Project, (Strategic application). As a consequence, these 2 modules are aligned.

The summative assessment could be in the form of one formal four-hour open-book examination or a component of the POE of the Company Project and final oral examination (panel presentations)

Assessment plan:

A) Assessment that may contribute towards your participation mark and give feedback on your learning (Formative assessment)

Assessment method
All registered students are obliged to attend presentations of all groups on predetermined dates
Must assess presentations and submit assessment
Will be part of discussion during feedback session
Refer to example of assessment form – Appendix A

B) Examination (Summative assessment)

Assessment method	Number	Maximum marks	Weight
Presentation of Company Project to panel of examiners	1	**100**	**100**
Management report: Case study; Strategy Development Strategy Implementation	1		

Study material

Compulsory study material:

- Text book: Crystallising the strategic business landscape. Marius Ungerer, Gerard Ungerer & John Heroldt. ISBN 9781869225872. Publisher: Knowledge resources
- Own research

Time management

28 MODULE HOURS		
During Summer study school	**Introduction** **<u>Section 1: Writing the Case Study</u>**	4-hour session
Guidance by Mentor	Consultation with Mentor for guidance*	10 hours
Contact 1	**Chapter 1:** Strategy and Thinking – Introduction to Strategic Analysis and Synthesis	2 hours
Contact 2	**<u>Section 2: External Analysis</u>** **Chapter 2:** Analysis of the global and macro context of an organisation **Chapter 3:** Analysis of the competitive context of an organisation	2 hours
Contact 3 Potch and VdB Combined	**Guest Lecturer** **Chapter 4:** Analysis of an organisation's customers	2 hours
Contact 4	**Group Work:** Completing Section 1of Company Project. Submision date to be confirmed	2 hours
Contact 5	**<u>Section 3: Internal Environment Analysis</u>** **Chapter 5:** Internal analysis practices for an organisation	2 hours
Contact 6	**Strategic Analysis and Direction**	2 hours
Contact 7	**Group Work with Mentors**	
Contact 8	**<u>Section 4:</u>** <u>Strategy Formulation</u> <u>Strategy Implementation</u>	2 hours
TBC	**Submission of 3 ring bound copies for evaluation**	For evaluation before Winter study school
TBC	Presentation of completed project (panel)	During Study School: 45 min presentation; 10 min for questions; 5 min panel
TBC	Presentation of completed project (group members)	During Study School: 25 min presentation; 5 min for questions
TBC	**Final date for submission of hard bound copy of completed document**	Business School (Building K14) – MBA office
*A list of mentors with groups allocated to them will be sent to all group leaders as soon as groups have been finalised for 2020 (Appendix B: Example of letter)		

**** Students must attend the sessions of guest speakers according to these speakers' program in either Potchefstroom or Vanderbijlpark. Dates are subject to change depending on the guest speakers' programmes.**

Warning against plagiarism

Plagiarism is a serious offence and you should familiarise yourself with the plagiarism policy of the NWU. http://library.nwu.ac.za/copyright-and-plagiarism

Please refer to the *Policy on Academic Integrity* which is found on the following website: http://www.nwu.ac.za/content/policy_rules

Study units

This is only an overview of the themes/topics with their outcomes, activities/assessment and study material.

1 This thinking: The company project

Background

A culture of strategic thinking

- Continuing an increase in general, global levels of change, uncertainty and turbulence;
- An operating environment in which the past is not a reliable guide to the future;
- Continuing high levels of competition;
- Effects of globalisation…lead to hyper-competition
- This requires the cultivation and maintenance of a strategic thinking culture in all organisations;
- Strategic thinking activities are guided overall by continuing efforts to gain and sustain competitive advantage for the organisation in its industry;
- An overall focus is on creating sensitivity to strategic thinking issues, rather than on just providing the answers to such issues … the issues change … so do the answers;
- Strategic planning efforts should be supported by an ongoing strategic culture in the organisation;
- This strategic thinking culture should be supported by and integrated with a dynamic learning climate in the organisation;
- Achieving strategic success in the 21st century requires peak performance
  - ∗ Existing business
  - ∗ New business
  - ∗ Maintenance of an optimal balance
- Achieving peak performance in existing business:
  - ∗ Operational efficiency … doing more with less
- Achieving peak performance in new business: Strategic effectiveness
  - ∗ New products / services
  - ∗ New markets
  - ∗ New processes
  - ∗ New approaches

Structure of the project (±75 pages) supported by appendices (appendices are not included in the 75 pages)

Phase 1 (Section 1 of Written Report)

Overview of the recent past of the chosen organisation (typically last 10 to 25 years), presented as a case study:

- Will constitute ± first 20 pages of the 75;
- Focus on the company itself - important events, highlights, timelines, trends and trend breaks, changes in strategy, changes in CEO's, changes in culture, among others;
  - ∗ Vision statement
  - ∗ Mission statement

- * Shared / central values
  - * Strategic stance (ways of adding value and competing effectively)
  - * Strategic objectives
  - * Financial objectives
  - * Strategic performance gaps
  - * Current Business Model
- Results achieved; both strategic results as well as financial results;
- This contributes to a profile of the chosen organisation and its positioning within its industry
  - * The industry
  - * The market(s)
  - * The (major) competitors

Phase 2 (Sections 2 and 3 of Written Report)

Development of relevant strategic building blocks, integration and formulation of a ‘winning strategy’ for the chosen organisation

- Will constitute ± 40 pages of the 75;
- Based on the previously developed strategic/ organisational profile;
- Future period: Financial years 2020 (*base year) 2021 and 2022;
- External Analysis/Macro Environment (Section 2)
  - * Industry analysis
  - * Porter’s Five Forces
  - * Pestle
  - * Core Competence
- Internal Analysis/Micro Environment (Section 3)
  - * Integrated Swot
  - * Internal Value Chain
  - * Financial
  - * Culture
  - * Risk
  - * Vrio
- More often encountered aspects:
  - * Critical issues in the future macro environment of the organisation
  - * Critical issues in the future operating/internal environment of the organisation
  - * The golden thread: Pulling all the foregoing together

Phase 3 (Section 4 of Written Report)

Effective implementation of the winning strategy developed previously

- Will constitute ± 15 pages of the 75;
- A number of strategic action plans
- A new/changed Business Model
- Focus should be on the implementation of strategy;
- Successful implementation will achieve the formulated strategic, as well as financial objectives;
- An integrative and multi-disciplinary viewpoint should be brought to gear on the relevant strategic issues and ‘how’ they will be implemented;

- Maintain an overall, macro-perspective (supported by appendices
- Only the relevant aspects covering the planned period 2020 to 2022 must be addressed:
  - Financial aspects
  - Marketing aspects
  - Human resource aspects
  - Risk aspects
  - Entrepreneurial aspects
  - Operational aspects
  - Project management aspects
  - Information and technology aspects
- Role of strategy implementation in the identification of the sources of future superior performance.

Concluding comments on the company project

The presentation (Panel)

- 45 minutes for the project:
  - Case study
    External/Internal Analysis
  - Formulation of strategy
  - Implementation of strategy;
- 10 minutes for the effective answering of questions from the panel;
- 5 minutes for panel for discussion;
- Panel consists of Business School lecturers, as well as a few representatives from the top management team of the chosen organisation;
- Careful planning of the presentation;
- Add value to the written (± 75 page) document…do not just summarise the document;
- Concentrate on the future: 2020, 2021 and 2022;
- Concentrate on the student group's recommendations;
- Use available and value-adding presentation technology;
- Choose the speaker(s) carefully;
- Practise the presentation;
- Stick to the time limits.

The presentation (group members)

- 25 minutes for the project;
- 5 minutes for questions.

General tips

- Make sure your syndicate group is of a viable size – if not, discuss this with Prof Ronnie Lotriet;
- Choose your company / organisation / division very carefully;
- Make sure that most business / managerial functions are included;
- Meet with key decision makers in chosen organisation and ensure that cooperation will be there and that information will be supplied…Confidentiality;
- Every group member must be 100% utilised;
  - His/her competencies must be optimised;

* Plus/minus equal work-loads must be ensured…do not allow passengers;
* Planning the project and the work load and period rebalancing;

- Appointment of syndicate group leader (liaison);
- Careful time planning with sense of urgency…
- Marks awarded for company project the same as for the module: 12 credits each;
- Remember that a few senior management representatives of chosen organisation will attend the presentation…image of syndicate group *(Appendix C: Example of invitation to representatives);*
- Documents must be in English in all cases;
- The presentation can be in English or Afrikaans according to the group's preference;

Appendix A

NWU® | BUSINESS SCHOOL BESIGHEIDSKOOL SEKOLO SA KGWEBO — ASSOCIATION OF MBAS ACCREDITED

EVALUATION: MBA II COMPANY PROJECT

NAME OF GROUP: ______________________

Guidelines for the evaluation of the MBA Company Project:

The objective of the company project is to do a comprehensive analysis of the chosen enterprise.

- First section: Case study description of the recent past and present profile;
- Second section: Present a winning strategic plan for the enterprise for the next (future) three years;
- Third section: After development of the strategic plan, the different aspects involved in the successful implementation of the developed strategy, must be presented.

1. DOCUMENT AND CONTENT		
ITEM	**WEIGHT**	**MARK**
Technical aspects and lay out	5	
Readability and grammar	5	
1.1 Comprehensiveness and quality of content	10	
1.2 Does the content reflect a logical development, presentation and balance?	10	
Total	**30**	
Remarks:		

2. SECTION 1 (CASE STUDY)		
ITEM	**WEIGHT**	**MARK**
Are the recent past and the present profile of the company/organisation well written in an acceptable case study format?	10	
Total	**10**	
Remarks:		

SECTION 2 (External Analysis)		
ITEM	**WEIGHT**	**MARK**
Is the companies external environment analysed according to appropriate analysis tools	10	
Total	**10**	
Remarks:		

SECTION 3 (Internal Analysis)		
ITEM	**WEIGHT**	**MARK**
Is the companies internal environment analysed according to appropriate analysis tools	10	
Total	**10**	
Remarks:		

SECTION 4 (Implementation of new strategies)		
ITEM	**WEIGHT**	**MARK**
Are the different key aspects involved in the effective implementation of the strategy adequately addressed?	10	
Total	**10**	
Remarks:		

3. PRESENTATION		
ITEM	**WEIGHT**	**MARK**
Quality and appropriateness of technology used for presentation	10	
Planning and standard of presentation	10	
Handling of questions	10	
Total	**30**	
Remarks:		
FINAL MARK	**100**	
Remarks:		

EXAMINER: ________________________________

DATE: ______________________________________

Original details: (12345) C:\Users\10225730\Desktop\BRANDING\Word Docs\Business School.docm
16 February 2018

Appendix B

NWU School of Bu
North-West Univer
Private Bag X6001
Potchefstroom
South Africa 2520

Prof TE du Plessis
Tel: 018 299 1419
Fax: 018 299 1416
E-mail: tomdup@yebo.za

WEB: **commerce**.**nwu**.ac.za/business-school

1 March 2019

Dear MBA Student,

MBAC 812:

The company project

Each syndicate group has a mentor who will advise and guide the group with the Company Project when necessary. Please make an appointment with your group's mentor for guidance:

MENTOR	TEL	NAME OF GROUP	GROUP LEADER	CELL
Prof C Bisschoff	018 299 1411			
Prof Ines Nel	018 299 1405			
Prof A Smit	018 299 1407			
Prof S vd Merwe	018 299 1414			
Prof R Lotriet	018 299 1415			
Prof C Botha	018 299 1672			
Prof L Jackson	018 285 2040			
Mr J Jordaan	018 299 1338			
Dr H Lotz	018 299 1635			
Mr J Coetzee	018 299 4012			
Ms R Scholtz	018 299 1410			
Ms T Khumalo	018 285 2061			
Mr Theo Venter	018 285 2416			
Prof Ravinder Rena	018 289 2496			
Prof PA Botha	018 289 2089			

Best of luck,

Prof Tommy du Plessis

Lecturer: Company project

Appendix C

BUSINESS SCHOOL
BESIGHEIDSKOOL
SEKOLO SA KGWEBO

NWU School of Bu
North-West Univer
Private Bag X6001
Potchefstroom
South Africa 2520

Prof TE du Plessis
Tel: 018 299 1419
Fax: 018 299 1416
E-mail: tomdup@yebo.za

WEB: **commerce.nwu**.ac.za/business-school

1 March 2019

To whom it may concern

MBA 2019: Official company project

We hereby wish to invite you as member of the management team of the chosen organisation, to attend the presentation of the syndicate group on the scheduled date.

This also serves to confirm that the MBA third year syndicate groups have to prepare and successfully present a company project.

It entails each syndicate picking a suitable organisation, or division of such organisation, and completing a project encompassing

- The recent past (history) of such organisation
- Formulation of a winning strategy (2020 to 2022), and
- Planning for the effective implementation of such winning strategy

The co-operation of the company picked by the group will be highly appreciated.

The presentations (TBC) to a panel of NWU Business School academics as well as a few members of the management team of the chosen organisation, will take place during the Winter Study School.

I hereby confirm that confidentiality is ensured throughout the process and that only the selected academic staff members who are part of the project evaluation will have any insight into the prepared project document. After presentation, this document (all copies) can either be returned to the organisation, or destroyed.

Yours faithfully

PROF TE DU PLESSIS

Lecturer: NWU School of Business & Governance

NWU School of Bu
North-West Univer
Private Bag X6001
Potchefstroom
South Africa 2520

Prof TE du Plessis
Tel: 018 299 1419
Fax: 018 299 1416
E-mail: tomdup@yebo.za

WEB: **commerce**.**nwu**.ac.za/business-school

1 March 2019

To whom it may concern

MBA 2020: Official company project

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This entails each syndicate picking a suitable organisation, or division of such organisation, and completing a project encompassing

- The recent past (history) of such organisation
- Formulation of a winning strategy (2020 to 2022), and
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Yours faithfully

PROF TE DU PLESSIS

Lecturer: Company project