Improving the Policy Strategy Framework for Teaching MBA Students

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A Clear Process Provides Structure… Boxes 1-4 clear, boxes 5-6?

Evaluate Current Performance
- Mission
- Goals
- Objectives
- Strategies

Industry Analysis
- Structure
- Evolution
- Competition
- Competitive Analysis & Positioning

Environmental Analysis
- Economic
- Socio-cultural
- Technological
- Political
- Opportunities & Threats

Company Analysis
- Structure
- Resources
- Processes
- Staffing
- Culture
- Strengths & Weaknesses

Strategy Options
- Business Unit
- Corporate

Evaluation
- Resource Requirements
- Risk/return

Implementation

How do we get there?

Where should we go?

Where are we now?

DeKluyver & Pearce (2009)
How to improve the decision making process in strategy formulation & implementation? **Reflection**

- **Level 1:** Analysis
- **Level 2:** Reflection
- **Level 3:** Implementation

Conceptual Complexity
- Low
- High
Theoretical Background

★ What formulates deep learning approaches? (Entwistle, 2010)

★ Where does reflection fit? (Garcia, 2009; Schiller, 2009; Swinarski, 2008; Klenowski & Lunt, 2007; Moon, 2005; Marton, 1976)

★ Opposing Perspectives:
   ★ Acquisitive (Grant; 2008)
   ★ Inhibitive (Lewis, 2011; Ghoshal, 2005; Mintzberg, 1994)

★ A blended perspective
   ★ Scientific & artistic foundations of learning (Entwisle, 2011; Manranville, 2011; Seaton & Boyd, 2008; Mintzberg, 1998)

“enumerating a number of problems and opportunities do not, on their own, lead to reflection, diagnosis and synthesis” (Surma, 2009; Crittenden & Crittenden, 2008; Hitt & Tyler, 1991; Greenley, 1987)
Four elements needed in teaching strategy

1) Positioning analytical tools
   ∗ Utility
   ∗ Fit

2) Reflection on analysis outcomes
   ∗ Transforming outcomes into options
   ∗ Integrating outcomes derived from internal and external analyses
   ∗ Linking outcomes to generate additional options or opportunities
Four elements needed in teaching strategy (cont’d)

3) Narrowing of options: Beyond Pros and Cons
   - Identifying potential win-win solutions
   - Forecasting risks and conflicts
   - Anticipating potential objections

4) Structuring the Plan:
   - Implementing strategies and tactics
   - An action agenda:
     - Achieving objectives
     - Bringing about change
     - Recognizing the impact of each step on other functional areas
An example of the model applied:

<table>
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<th>Level 1: basic analysis tools</th>
<th>Level 2: critical thinking &amp; reflection tools</th>
<th>Level 3: application tools</th>
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<td>Strategy clock</td>
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Next Steps & Questions

- Preventing the template trap
- Looking back as a basis for looking forward
- Transcending the levels
- Future research:
  - Documenting best practices
  - Comparative analysis: analyzing assignments from traditionally-designed and blended-designed courses