

# Strategic Management

Prof. Santosh Kumar Prusty

Credits	3.0
Faculty Name	Prof. Santosh Kumar Prusty
Program	Executive MBA
Academic Year & Term	2020-21 Term - II

## Course Objectives

“Strategic Management” as a discipline has wide varieties of definition and understanding among the scholars. Here, “Strategic Management”, is designed as a core course for the Executive MBA participants with the objective of enhancing their knowledge of the “strategic management” theory and it’s interaction with functional theories of management in the context of an organization and sharpening their behavioral skill dealing with strategic matters. The participants of the courses are intended:

1. To understand, analyze, and evaluate organization strategy in making operational decisions.
2. To understand and sense-make organization strategy from operational activities.
3. To learn how to formulate strategy within the dynamic and etymological contexts of operational, organizational, and external environments.
4. To know few basic frameworks and the analytical process of their applications in formulating strategy and in their operationalization.

The course focuses on diagnosing problem(s) of an organization in a complex management situation and the searching and acting towards a solution. The course will demand drawing upon various functional theories and integrating towards a “holistic” management perspective towards problems and solutions. Participants’ previous experiences in different industries will bring in field realities to the class-room. Hence, participants are expected to reflect their prior understanding and belief during the course. Active participation by the executive participants is highly demanded by the course. Pre-class preparation on the indicated reading(s) is PRE-REQUISITE for the participants.

## Session Plan

Session	Topics/Key Learning	Session Reading*/Reference
<b><u>The Context and the Basics of Strategy</u></b>		
1-2	Introduction to Strategy	* <u>Article</u> : What is Strategy? by <i>Michael Porter</i> <u>Article</u> : Developing the Strategy – Vision, Value Gaps, and Analysis by <i>Robert S. Kaplan and David P. Norton</i> <u>Article</u> : Strategic Intent by <i>Gary Hamel and C K Prahalad</i>
3-4	External Environment Analysis of Firms	* <b>Case: McDonald: Is China Loving It? (HBS)</b> <u>Article</u> : Organizational Environment Revisited: A Conceptual Review and Integration by <i>Johan Frishammar</i>
5-6	Industry Analysis using Porter Five Forces Analysis (with its limitations)	* <b>Case: Matching Dell (HBS)</b> <u>Article</u> : The Five Competitive Forces that Shape Strategy by <i>Michael Porter</i>
<b><u>Competitive Strategy and Value Creating Activities</u></b>		
7-8	Resource Based Competence Analysis and (Sustainable) Competitive Advantage	* <b>Case: CavinCare (B)</b> <u>Article</u> : Competing on Resources by <i>Collis and Montgomery</i> <u>Article</u> : Looking inside for Competitive Advantage by <i>Jay B Barney</i> <u>Case (Revisit)</u> : Matching Dell (HBS)
9	Dynamic Capabilities under Rapid Technological Change	* <u>Article</u> : Dynamic Capabilities at Samsung: Optimizing Internal Competition by <i>Jaeyong Song, Kyungmook Lee, and Tarun Khanna</i> <u>Article</u> : Dynamic Capabilities and Strategic Management by <i>David J. Teece; Gary Pisano; Amy Shuen</i>
<b><u>Corporate Strategy</u></b>		
10	Strategic Thought and Corporate Strategy and Managing the Multi-business Corporation	<u>Article</u> : From Competitive Advantage to Corporate Strategy (HBS Article) <u>Article</u> : Corporate Strategy: The Quest for Parenting Advantage (HBS Article) * <b>Case: General Electric's Corporate Strategy (HBS Case)</b>
11	Diversification	* <b>Case: Asahi Glass Co.: Diversification Strategy (HBS Case)</b> <u>Article</u> : To Diversify or Not to Diversify
12	Horizontal and Vertical Integration	* <b>Case: Arauco (A): Forward Integration or Horizontal Expansion? (HBS Case)</b> <u>Article</u> : When and When Not to Vertically Integrate
13	Global Strategy	* <b>Case: CEMEX (HBS)</b> <u>Article</u> : Distance Still Matters by <i>Pankaj Ghemawat</i>
14	Mergers	* <b>Case: Hewlett-Packard-Compaq: The Merger Decision (HBS Case)</b>
15	Cooperative Strategy	* <u>Article</u> : When to Ally When to Acquire by <i>Jeffrey H Dyer, Prashant Kale, and Harbir Singh</i> * <u>Article</u> : Launching a World-Class Joint Venture by <i>James Bamford, David Ernst, and David G Fubini</i> * <u>Article</u> : Sleeping with Your Enemy: Doing Business with a Competitor by <i>Barbara A. Carlin, Michael J. Dowling, William D. Roering, John Wyman, John Kalinoglou, and Greg Clyburn</i>
16	Strategy Architecture, Balance Score Card, and Sustainability Indices	<u>Article</u> : Having Trouble with Your Strategy Then Map It by <i>Robert S. Kaplan and David P. Norton</i>

17-18	<u>Case Project Presentation</u>	
19	From Shareholder to Stakeholder	<i>*Article: Strategy and Society – The Link Between Competitive Advantage and Corporate Social Responsibility by Michael E. Porter and Mark R. Kramer</i>
20	Wrap Up	

**Pedagogy**

Lecture and Case Discussions will be predominantly adopted as the pedagogy in the course. The approach to learning will largely be through a dialectic method of advancing the understanding of issues and topics of the subject. Case discussions will be the dominant pedagogy in the course. Hence, pre-reading is must for the class participation and discussion. All forms of grading will be based on reproduction, explanation, application, analysis, evaluation, and/or re-creation of intended learning objectives.

**Evaluation**

Class Test/Quiz:	20%
Class Participation:	20%
Group Case Study:	20%
End Term Examination:	40 %

Minimum Pass Mark: 40%

## Term Case Study

The objective of the Term Case Study is to understand strategy as practice - inter-connecting the theory and relevance. In a common language it is: “*what do organizations do when they strategize?*”. You need to understand and identify strategy from the point of any organization including civil society, NGOs, group of consumers, unions, associations, cooperatives, etc., through exploring a different set of questions of what executives do when they set out a vision to improve the objective, for whom, how, and why?

1. Each Group shall consist of 3 members.
2. The organization for case study shall be selected by the group in consultation with the professor.
3. The Case Study will carry 20% of the total weight.
4. **Schedule of Term Case Study (timeline to be finalized in the first week).**
  - a. Submission of Group List and Organization Name and Lead Question.
  - b. Preliminary Data, Broad Plan, and First Meeting with the Instructor.
  - c. First Draft of the Case write-up (Document format will be communicated).
  - d. Poster presentation of the case study & selection of cases for presentation.
  - e. Presentation of cases.
  - f. Submission of Final case Report.

Failing to meet the pre-defined deadlines will attract penalty up to 2 marks at each stage. Absence for presentation and non-submission of the final report will lead to loss of full marks for the respective components.

## Reading Material and Text Books

The course-pack comprising of session readings and references should be referred during the course. Besides, the students are however advised to refer to text and reference books, journals and magazines in Strategic Management. Several such reference materials are available in the XIMB Library. Students may also refer to EBSCO library database for most of the journal articles mentioned here.

The participants are requested to necessarily bring/refer their individual course-pack to every session.

### Reference Book:

**Robert M Grant (2015). *Contemporary Strategy Analysis: Text and Cases*, Edition, 9th Edition.**

## Academic Integrity

The standard institute rules of the program including the rules on plagiarism will be applicable to this course. Using laptops and mobiles are strictly prohibited unless otherwise instructed. Violation of such norms will attract penalty of loss of marks on class participation and other applicable components.