

Strategic Management

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Credits	3.0
Faculty Name	Prof. Santosh Kumar Prusty
Program	Executive MBA
Academic Year & Term	2019-20 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 its 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.
5. To learn emergent perspectives in the strategic management field vis-à-vis conventional competition-profit-maximization paradigms and evaluate their implications in changing realities.

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.

Session Plan

Session	Topics/Key Learning	Session Reading*/Reference
<u>The Context and the Basics of Strategy</u>		
1	Introduction to Strategy ✓ What is Strategy and what is Strategic Management?	*Article: 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>
2	Understanding Organization and Context	*Article: Governance and Competence Perspective in Strategy by <i>Oliver Williamson</i>
3	Typologies of Organizations and Strategies	*Article: Of Strategies, Deliberate and Emergent by <i>Henry Mintzberg and James A. Waters</i> <u>Book</u> : Small Giants: Companies That Choose to Be Great Instead of Big by <i>Bo Burlingham</i>
4	External Environment Analysis of Firms	*Case: McDonald: Is China Loving It? (HBS) <u>Article</u> : Organizational Environment Revisited: A Conceptual Review and Integration by <i>Johan Frishammar</i>
5	Industry Analysis using Porter Five Forces Analysis (with its limitations)	*Case: Matching Dell (HBS) <u>Article</u> : The Five Competitive Forces that Shape Strategy by <i>Michael Porter</i>
<u>Generic Competitive Strategy and Value Creating Activities</u>		
6	Product-Market Strategies	*Article: Market Segmentation, Product Differentiation, and Marketing Strategy by <i>Peter R. Dickson and James L. Ginter</i>
7	Resource Based Competence Analysis	*Case: CavinCare (B) <u>Article</u> : Competing on Resources by <i>Collis and Montgomery</i> <u>Article</u> : A Resource-Based View of the Firm by <i>Birger Wernerfelt</i>
8	(Sustainable) Competitive Advantage	*Case: Matching Dell (HBS) <u>Article</u> : Looking inside for Competitive Advantage by <i>Jay B Barney</i>
9	Core Competence, Focus Strategy and Trends in Developing country context	*Article: The Core Competence of the Corporation by <i>C. K. Prahalad and Gary Hamel</i> <u>Article</u> : Why focused Strategies may be Wrong for Emerging Markets by <i>Tarun Khanna & Kishna Palepu</i>
10	Business Model and Blue Ocean Strategy	*Article: Blue Ocean Strategy by <i>W. Chan Kim and Renee Mauborgne</i> <u>Article</u> : Blue Ocean Strategy: From Theory to Practice by <i>W. Chan Kim and Renee Mauborgne</i>
11	Dynamic Capabilities under Rapid Technological Change	*Article: Dynamic Capabilities at Samsung: Optimizing Internal Cooperation 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>
<u>Strategies in Action</u>		
12	Diversification	*Case: Asahi Glass Co.: Diversification Strategy (HBS Case) <u>Article</u> : To Diversify or Not to Diversify
13	Horizontal and Vertical Integration	*Case: Arauco (A): Forward Integration or Horizontal Expansion? (HBS Case)

		<u>Article</u> : When and When Not to Vertically Integrate
14	Global Strategy	<u>*Article</u> : Distance Still Matters by <i>Pankaj Ghemawat</i> <u>Case</u> : CEMEX (HBS)
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>
<u>Project Presentation</u>		
16	Learning-by-Doing	Students Presentation on a Group Term Project
<u>Form Long Term to Intergenerational Strategy</u>		
17	Strategic Planning Process	<u>Article</u> : The Corporate Strategic Planning Process by <i>Arnoldo C. Hax and Nicolas S. Majluf</i>
18	Strategy Architecture, Balance Score Card, and Sustainability Indices	<u>*Case</u> : Serono (HBS) <u>Article</u> : Having Trouble with Your Strategy Then Map It by <i>Robert S. Kaplan and David P. Norton</i>
19	From Shareholder to Stakeholder	<u>*Article</u> : Strategy and Society – The Link Between Competitive Advantage and Corporate Social Responsibility by <i>Michael E. Porter and Mark R. Kramer</i>
20	<u>Course Wrap Up and Integration</u>	

Pedagogy

Lecture, Case Discussions, & Comprehensive Case Development will be adopted 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. 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 people 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. 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.

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.