

INTERNATIONAL MANAGEMENT INSTITUTE



PGDM 2014-2016

Term III

Core Course: Strategic Management I

Course outline

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Strategic management is concerned with the management of the direction and scope of activities of an organization over the long term. Strategic actions are influenced by the political, economic, social and technological environment, often have firm-wide impact and lead to a commitment of the substantial amount of resources of the organization. Thus, an in-depth analysis, careful choice of alternative and its planned implementation are the prerequisite of a sound strategic action.

There is a wide range of theories and perspectives that the students of strategic management need to be exposed to in order to sharpen their strategic thinking abilities. The central theme of the strategic management course is that a company's chances for sustained success are greatly improved when managers (1) have an astute, timely strategic "game plan" for running the company and then (2) implement and execute the plan with great proficiency. The strategic management course has been designed as a foundation course in this program. It seeks to provide a framework for integrating the functional knowledge that has been provided by the other compulsory courses in the program.

Prescribed Textbook:

"Contemporary Strategy Analysis" by Robert M Grant, Published by Blackwell Publishing (Latest Publication).

References:

Books (reference and text)

- Porter, M.E., Competitive Strategy, Free Press, New York.
- Hitt, Ireland and Hoskisson; Strategic Management: concepts & Cases; South-Western Thomson learning
- Johnson, Scholes and Whittington, "Exploring Corporate strategy"; Pearson Education

- Henry Mintzberg – Strategy Safari
- Hamel and Prahalad- Competing for Future
- Pankaj Ghemawat, “Strategy and the Business Landscape” Pearson Education

Journals:

- Strategic Management Journal
- Harvard Business Review
- Sloan Management Review
- Academy of Management Journal

Daily/Periodical:

- Economic Times
- Business Today
- Business World
- The Economist

Quizzes:

The quizzes will be based on the course covered in the previous classes Therefore keeping pace with the course covered will be important. Quizzes will be both pre-announced and surprise.

Group Project:

Each group is expected to work on the term project allocated by the instructor. Project evaluation will be based on the presentation and report submitted by the group.

*Active involvement of the students in all the case discussions is compulsory that will be noted and evaluated. Students are supposed to come prepared to the class with thorough reading of the reading materials and cases.

Evaluation

The course grade will be based on the following:

No.	Evaluation Component	Weightage
1	Class Participation	10%
2	Quizzes	20%
3	Group project: Presentation Report	10% 10%
4	Assignment	10%
5	Mid term	20%
6	End term	20%

Session Plan

<i>Sl. no.</i>	<i>Topic/s</i>	<i>Additional Readings</i>	<i>Book chapters and Case</i>
1 & 2	Introduction to strategic Management, Strategic fit Vs Strategic Intent	The theory of business – Peter F. Drucker Strategic Intent - Gary Hamel & C.K. Prahalad	TB: Chapters 1 & 2
3 & 4	Industry and competitive environment; Structural Analysis of Industries	How Competitive Forces Shape Strategy – Michael Porter	TB: Chapters 3 & 4 Case 1: Apple Inc., 2012 (HBR)
5 & 6	Resources, capabilities and Competitive advantage, Core Competence	Competing on resources; David J. Collis & Cynthia A Montgomery The core competence of the corporation - C.K. Prahalad & Gary Hamel	TB: Chapter 5 Case 2: Wal*Mart Stores, Inc., 2007 (Grant)
7 & 8	Business level generic strategies: Strategy of Cost leadership	What is Strategy? - Michael E. Porter	TB: Chapter 7 Case 3: Air Asia India (Ivey Publishing)
9-10	Strategy of Differentiation, Building sustainable competitive advantage	Value Innovation: The Strategic Logic of High Growth - Kim & Mauborgne Sustainable Advantage; Pankaj Ghemawat	TB: Chapter 7; Case 4: The Case of Wikipedia (INSEAD)
11-12	Industry Evolution and Strategic Change	Meeting the challenge of disruptive change; Christensen and Overdorf	TB: Chapter 8 Case 5: Eastman Kodak (Grant)

13-14	Strategies in mature industry		TB: Chapter 10 Case 6: The Evolution of the Circus Industry and Even a Clown can do it (INSEAD)
15-16	Organization Structure and Management Systems		TB: Chapter 6 Case 8: Organizational Restructuring within the Royal Dutch Shell group (Grant)
17-18	Corporate talk/Presentation by students		
19-20	Project presentations and wrap up session		