



**POST GRADUATE DIPLOMA IN MANAGEMENT  
PGDM (2013-15)**

**Strategic Management II**

**Course Instructor**

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**Strategic Management**  
**Batch: 2013-15, Term IV**  
**Course Outline**

**Course Background and Objectives:**

Strategic Management I focused on the process and issues relating to formulation of business and corporate strategies. The course Strategic Management II will deal essentially with organizational concerns pertaining to successful execution of strategies. Strategy formulation and implementation are intertwined as complex interactive processes in which organizational politics, values, culture and leadership style influence strategic decisions and their outcomes. It is not possible to draw a firm dividing line between the two. Still it is imperative to understand that ineffective implementation can kill any strategy no matter how well it is formulated. The strategy stoppers that we will be discussing in this course should not be viewed as linearly independent parameters but as part of an integral whole. The course will aim at:

- (a) Highlighting and elaborating on key pre-requisites for successful strategy implementation namely structures, processes, controls and cultural factors.
- (b) Identifying important enabling factors namely information technology, innovations & technology management and financing mechanisms, and their implications for strategy implementation
- (c) Bringing out the importance of managing strategic change; providing strategic leadership; and fostering strategic entrepreneurship for strategy implementation
- (d) Highlighting issues of corporate governance and corporate social responsibility, emerging from the considerations of strategy implementation

**Pedagogy:**

There will be a strong emphasis on student participation and therefore the pedagogy is designed with a mix of experience sharing, real life case discussions, assignments and industry/research based projects besides the lectures in class. The course includes cases on companies, important concept based readings in the area of strategic management along with the prescribed text book. The course is structured around these cases and readings. Throughout this course, students will need to continuously analyze and prepare the given cases and readings. The level of understanding will be evaluated on the basis of constructive class participation. The sequence of cases and readings that we will follow for this course will be as per the course structure given below. The quizzes/class exercises will be based on the course covered in the previous classes. Therefore keeping pace with the course covered will be important.

**Evaluation Criteria with Weightages**

- |                         |   |     |
|-------------------------|---|-----|
| • Class Participation   | : | 10% |
| • Quizzes/Case analysis | : | 20% |
| • Mid Term Examination  | : | 20% |

- End Term Examination : 30%
- Term Project (Report and Presentation) : 20% (10+10)

### **Term Project:**

This will be a group assignment. A topic will be assigned to each group of three students (Group list given at the end of the course outline). I expect you to rely on published sources of information, unless the group has access to primary information. Citing all sources in your report is important. You are required to submit soft copy of your report. The group project will be one of the most important learning tools of the course. The deliverables of the project include: Project proposal Synopsis (Soft copy) and Final Report (Soft copy). Please note the **submission deadlines**. No extensions will be given. The project is to be submitted in a MS-Word document latest by August 4, 2014. The students would be asked to make the presentation in groups of their project in the sessions 19-20 using MS-PowerPoint. Attendance of all group members is compulsory at the time of group's project presentation. Projects done by each group will be a source of learning for the entire class.

Project Synopsis: July 11, 2014 by 8pm

Final Project Report: August 4, 2014

### **Prescribed Text:**

Dess, Lumpkin, Eisner, McNamara and Kim; Strategic Management: Creating Competitive Advantages; McGraw Hill Education

It is difficult to find all the strategy implementation related issues in any one book, as a result reference to multiple books available on the subject in the library may become a necessity.

### **Reference Books**

- Execution: Larry Bossidy and Ram Charan
- Pearce II & Robinson – “Strategic Management: Formulation, Implementation & Control”, The McGraw-Hill Companies, New Delhi
- Thompson Jr., Strickland III, Gamble, and Jain – “Crafting and Executing Strategy”, The McGraw-Hill Companies, New Delhi
- Hitt, Hoskinson and Ireland – “Management of Strategy: Concepts & Cases”, Cengage Learning, New Delhi
- Hill & Jones – “Strategic Management: An Integrated Approach”, Cengage, New Delhi

### **Journals:**

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

## **Course Outline: Module / Session / Topic / Readings / Cases**

The course will comprise of 20 sessions of 90 minutes each. A broad session-by-session plan is as follows:

### **Module I** **(Implementation Process)**

#### **Sessions 1 & 2:**

Introduction, Course Plan

Concept: Recapitulating SM I. From Strategy to Implementation; Importance of the study of strategy implementation processes; Key challenges in implementation - Why strategies fail; Pre-requisites for success of strategy implementation

#### **Addl. Readings:**

- Note on Implementing Strategy, Prof Richard G Hamermesh

Case: Robinhood

Prescribed Text: Chapter 1

#### **Sessions 3-4**

Concept: Making Strategy Work – Sound Strategy Model and Implementation Network  
Translating strategy to – annual objectives, functional strategies and business policies;  
Enabling success: Resource allocation routines; Managing people, information, finance and technology

#### **Addl. Readings:**

- Building the Strategy Implementation Network, Charles H Noble

### **Module II** **(Constraints and Enablers)**

#### **Session 5 - 6**

Concept: Organizing for Success: Strategy-Structure-Systems  
Structural Types, Structure-Strategy Compatibility; Centralization vs. Decentralization;  
Challenge of structural choice; Managing integration; Managing multibusiness organization; Incentives and controls

Prescribed Text: Chapter 10

Case Analysis:

Jack Welch and GE Management Systems

Each group will make a 10 minutes presentation on the questions provided by the instructor

#### **Session 7-8**

Concept: Strategy and Culture; Managing culture; The cultural context

Addl. Reading:

➤ Christensen: What is organization culture?

Prescribed Text: Chap 9

### **Session 9-10**

Concept: Leadership, Power and Politics as a strategy stopper; To understand strategic leadership and describe the importance of top-level managers as an organizational resource & value of strategic leadership in determining the organization's strategic direction.

Addl. Reading:

GE's two decade transformation: Jack Welch' leadership

Prescribed Text: Chapter 11

## **Module III** **(Tools)**

### **Session 11-12**

Concepts: Managing change, Managing Uncertainty, Innovations and Crisis; Managing Strategic Change: Diagnosing the change situation; change management styles & roles; levers for managing strategic change;

Case Analysis:

Implementing the Nissan renewal plan

Each group will make a 10 minutes presentation on the questions provided by the instructor

### **Session 13 -14**

Concept: Learning Organizations; Knowledge Management; Managing Innovation; Corporate Entrepreneurship

Addl. Reading:

➤ Building a learning organization; Garvin

Case: 3M

Prescribed Text: Chapter 11

### **Session 15-16**

Concept: Corporate Governance, Social Responsibility, Sustainable development; Stakeholder expectations; Principal-Agent Relationships; Business Ethics: the ethical stance;

Prescribed Text: Chapter 9

**Session 17-18**

Concept: Strategic controls-Evaluating strategy; Business Balance Score Card (BSC)

Addl. Reading:

➤ Linking the BSC to Strategy; Kaplan & Norton

Prescribed Text: Chapter 9

Quiz/ Class exercise

**Session 19-20**

Presentations

**Groups for the project:**

Group	Sr. No	Roll No.	Student's Name
1	1	13PGDM-BHU001	Asif Anwar
	2	13PGDM-BHU002	Gaurav Sardana
	3	13PGDM-BHU004	Ipsita Behura
2	4	13PGDM-BHU005	K V Saroj Reddy
	5	13PGDM-BHU006	Kriti Kumar
	6	13PGDM-BHU007	Nirlipta Nivedita
3	7	13PGDM-BHU008	Paresh Sunil Mokashi
	8	13PGDM-BHU009	Prateek Jena
	9	13PGDM-BHU010	Pratik Kumar Rath
4	10	13PGDM-BHU011	Punyatoya Panigrahi
	11	13PGDM-BHU012	Ruchika P. Mahapatra
	12	13PGDM-BHU013	Sadanand Ray
5	13	13PGDM-BHU014	Silva Panda
	14	13PGDM-BHU015	Viswanadha Sandeep
	15	13PGDM-BHU017	Siddhant Kapoor