

International Management Institute Bhubaneswar

PGDM: Term III; Core Course: Strategic Management I (2015-2017)

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Course Introduction

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 - 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.

Course Objective

The Strategic Management I 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. The following are the specific objectives of the course.

1. To advocate a general management viewpoint by developing: cross-functional and holistic thinking
2. Develop analytical skills to explore interrelations between corporations and their environments
3. Developing the ability to recognize strategic issues under conditions of incomplete and imperfect information.
4. To gather knowledge of tools and frameworks, which facilitate identification and analysis of various options in decision-making in organisations.
5. To create an understanding of the fundamentals of strategic management

Pedagogy

This course will require you to read books, articles, case studies and perform literature search. The sessions would be interactive where attempt will be made to understand the theories and concepts through discussion of the readings and their application in cases. Hence a high degree of preparation is expected from the student. Readings, case analysis, and role plays will be required for you to effectively participate in class and make impromptu or scheduled presentations of issues and learning's. Besides the readings,

groups of students will have to work on a comprehensive research project to investigate and validate some of the key learning's in a real world situation.

Course Requirements

1. **Prescribed Textbook:** All students will be required to refer to the book by Robert M Grant, “Contemporary Strategy Analysis” Published by Blackwell Publishing (latest publication). Many more readings and cases from outside the Grant book will also be used and will be provided by the Institute.

2. **Quizzes:** The quizzes will be based on the course covered in the previous classes Therefore keeping pace with the course covered will be important. There will be 2 quizzes spread across the course. Both quizzes are compulsory.

3. **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.

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	10%
	Report	10%
4	Mid term	20%
5	End term	30%

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

Course Content:

Session No.	Topic	Reading
1 & 2	Introduction to Strategic Management, Strategic fit Vs Strategic Intent	<ul style="list-style-type: none"> • Chapters 1 & 2 • The Theory of Business – Peter F. Drucker • Strategic Intent - Gary Hamel & C.K. Prahalad
3 & 4	Industry and Competitive Environment; Structural Analysis of Industries	<ul style="list-style-type: none"> • Chapters 3 & 4 • How Competitive Forces Shape Strategy – Michael Porter • Case 1: Apple Inc., 2012 (HBR)
5 & 6	Resources, Capabilities and Competitive Advantage, Core Competence	<ul style="list-style-type: none"> • Chapter 5 • Competing on Resources; David J. Collis & Cynthia A Montgomery • Case 2: Wal*Mart Stores, Inc., 2007 (Grant)
7 & 8	Business Level Generic Strategies: Strategy of Cost Leadership	<ul style="list-style-type: none"> • Chapters 8 & 9 • Types of Strategy: Which Fits your Business – HBS Press • Case 3: The Dabbawala System: On-time Delivery, Every Time (HBR)
9-10	Business Level Generic Strategies: Strategy of Differentiation, Building Sustainable Competitive Advantage	<ul style="list-style-type: none"> • Chapters 8 & 10 • Types of Strategy: Which Fits your Business – HBS Press • What is Strategy? - Michael

		<p>E. Porter</p> <ul style="list-style-type: none"> • Case 4: Singapore International Airlines: Preparing for Turbulence Ahead (Thunderbird)
11-13	Industry Evolution, Innovation and Strategic Change	<ul style="list-style-type: none"> • Chapters 11 & 12 • 12 Different Ways for Companies to Innovate • Case 5: Eastman Kodak (Grant)
14-15	Strategies in Mature Industry: Blue Ocean Strategy	<ul style="list-style-type: none"> • Chapter 13 • Blue Ocean Strategy - Kim & Mauborgne • Cricket in India in 2007: Losing Its Way (Ivey)
16-17	Corporate Talk	
18-20	Project Presentations and Wrap up Session	