

INTERNATIONAL MANAGEMENT INSTITUTE, BHUBANESWAR

Post Graduate Diploma in Management (PGDM)

Strategic Management II (ST509[B])

3 Credit Course

Session Duration: 90/180 minutes

**TERM: IV
YEAR: 2015-17
BATCH-II**

Course Outline and Session Plan

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Office Hours: 10.00 A.M. – 6.00 P.M.
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Introduction

The course on Corporate Strategy is a build up over the first year course of Business Strategy. Corporate strategy is a natural transition from business strategy in multi-business organizations. The two put together provide appropriate coverage to the strategic management process. Corporate strategy deals with the ways in which a corporation manages a set of businesses together (Grant, 1995). It explores how firms build advantage through value creation in the multi-business organizations. It addresses some of the most fundamental questions in strategy: What businesses should a company be in? How should it coordinate activities across businesses? What role should the corporate office play? What happens when firms cross borders? The course also addresses the critical issue of strategy implementation. Often a superior implementation of an ordinary strategy can outperform the poor execution of a brilliant strategy. It is imperative that the students are up to date with the concepts and their applications from the first year course of Business Strategy to gain an integrated understanding of the subject from a general management perspective.

Course Objectives

- To understand the basis on which companies can make corporate decisions that creates rather than destroys value.
- To assess the advantages of vertical integration and outsourcing in organizing vertically related activities.
- To determine the relative merits of diversification and strategic alliances in exploiting the linkages between different businesses.
- To analyze the critical issues related to strategy implementation and execution.

| Learning Outcome | Description |
|---------------------------------|--|
| L01 Subject Knowledge | <ul style="list-style-type: none"> To make the students aware of the fundamentals of Strategy |
| L02 Concept Application | <ul style="list-style-type: none"> To acquaint the students with concepts and linking it to real problems faced by corporations |
| L03 Business Application | <ul style="list-style-type: none"> To be able to apply the learnings of the course in different business problems by using various tools and techniques covered during the course |
| L04 Communication | <ul style="list-style-type: none"> To be able to convey the analytical results of various business problems to the management in a layman's language |
| L05 Responsible Business | <ul style="list-style-type: none"> To be able to understand the ethical aspects of business and conduct it responsibly |

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

- **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), which has been prescribed for the course on Business Strategy as well. Many more readings and cases from outside the Grant book will also be used and will be provided by the Institute.
- **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.
- **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

- Class Participation (includes case discussion) : 10%
- Quizzes : 20%
- Mid and End Term Examination : 40%

- Term Project : 25% (15+10)
- Role Play : 5%

Text Book

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

Reference Books

- Thomas L. Wheelen & J. David Hunger; Concepts in Strategic Management and Business Policy; Pearson Education
- Porter, M.E., Competitive Strategy, Free Press, New York.
- Porter, M.E., Competitive Advantage: Creating and Sustaining Superior Performance, Free Press, New York.
- Hitt, Ireland and Hoskisson; Strategic Management: concepts & Cases; South-Western Thomson learning
- Peter Fitzroy & James Hulbert; Strategic Management – Creating value in turbulent times; John Wiley and Sons, Inc.
- Johnson, Scholes and Whittington, “Exploring Corporate strategy”; Pearson Education
- Thompson and Strickland – Strategic Management, Tata McGraw-Hill Edition
- Henry Mintzberg – Strategy Safari
- Hamel and Prahalad- Competing for Future
- Fred R. David, Strategic Management Concept & Cases, Pearson Education
- 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

Online e-resources

Session Plan

| Sl. no. | Topic/s | Prescribed Text | Case & Reading Material | Learning Outcomes |
|---------|--|-----------------|---|--------------------|
| 1-2 | Introduction to Corporate Strategy, Diversification Strategy & Strategic Renewal | Chapter 16 | RM: From Competitive Advantage to Corporate Strategy RM: Strategic Renewal Case: Microsoft's diversification strategy | LO1, LO2 |
| 3-4 | Related Diversification: Vertical & Horizontal Integration and the scope of the firm | Chapter 14 | Case: Coca Cola in 2011: In Search of a New Model | LO2, LO3, LO4, LO5 |
| 5-6 | Unrelated Diversification: Managing the Multi-business Corporation | Chapter 17 | Case: Creating Corporate Advantage: The Case of the Tata Group | LO2, LO3, LO4, LO5 |
| 7-8 | Cooperative Strategies: Strategic alliances | | RM: How to Make Strategic Alliances Work Case: Eli Lilly in India: Rethinking the JV Strategy | LO2, LO3, LO4, LO5 |
| 9-10 | External Growth Strategies: Mergers & Acquisitions | Chapter 17 | RM: Are you Paying too much for that Acquisition? Case: DaimlerChrysler: Organizing the Post-merger Integration | LO2, LO3, LO4, LO5 |
| 11-12 | Global Strategy & the MNC | Chapter 15 | Case: Cumi India's Global Strategy: The China Puzzle | LO2, LO3, LO4, LO5 |
| 13-15 | Strategy Implementation: Strategic Change | | RM: Building the Strategy Implementation Network Case: Silvio Napoli at Schindler India (A & B) Role Play: BCPC Internet Team | LO2, LO3, LO4, LO5 |
| 16-17 | Corporate Talk | | | LO2, LO3, LO5 |
| 18-20 | Project presentations and wrap up session | | | LO2, LO3, LO4, LO5 |