

**INTERNATIONAL MANAGEMENT INSTITUTE, BHUBANESWAR**  
**PROGRAMME NAME: PGDM**  
**Strategic Management I (ST509[A])**  
**CREDIT: Full credit (3 credits)**  
**SESSION DURATION: 90 Minutes**

**TERM: III**  
**YEAR: 2017-2019**  
**BATCH-I**

## **Course Outline and Session Plan**

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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

<b>Learning Outcome</b>	<b>Description</b>
<b>L01 Subject Knowledge</b>	<ul style="list-style-type: none"><li>• To make the students aware of the fundamentals of</li></ul>

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

### **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. 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.

**2. 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	5%
2	Quizzes	20%
3	Group Project: Presentation + Report	10% + 10%
4	Mid term	25%
5	End term	30%

## **References:**

### **Books (reference and text)**

- Robert M Grant; Contemporary Strategy Analysis; Blackwell Publishing (latest publication).
- Porter, M.E.; Competitive Strategy; Free Press, New York.
- Johnson, Scholes and Whittington; Exploring Corporate Strategy; Pearson Education
- Hitt, Ireland and Hoskisson; Strategic Management: Concepts & Cases; South-Western Thomson learning.
- 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

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

## **Session Plan**

Sl. no.	Topic/s	Essential Readings	Book chapters and Cases	Learning Outcomes
1 & 2	Introduction to Strategic Management, Strategic fit Vs Strategic Intent	Strategic Intent - Gary Hamel & C.K. Prahalad	<b>Book:</b> Chapters 1 & 2 of “Contemporary Strategy Analysis” by Robert M Grant	LO1, LO2
3 & 4	Industry and Competitive Environment; Structural Analysis of Industries	How Competitive Forces Shape Strategy – Michael Porter	<b>Book:</b> Chapter 2 of “Exploring Corporate Strategy” by Johnson, Scholes and Whittington <b>Case 1:</b> Apple Inc., 2012 (HBR)	LO2, LO3, LO4, LO5
5 & 6	Resources, Capabilities and Competitive Advantage, Core Competence	Competing on resources; David J. Collis & Cynthia A Montgomery	<b>Book:</b> Chapter 5 of “Contemporary Strategy Analysis” by Robert M Grant <b>Case 2:</b> Wal*Mart Stores, Inc., 2007 (Grant)	LO2, LO3, LO4, LO5
7 & 8	Business Level Generic Strategies: Strategy of Cost Leadership		<b>Book:</b> Chapter 2 of “Competitive Strategy” by M. E. Porter <b>Case 3:</b> Low Cost Carriers in India: Spice Jet’s Perspective (Ivey)	LO2, LO3, LO4, LO5
9-10	Business Level Generic Strategies: Strategy of Differentiation, Building Sustainable Competitive Advantage		<b>Book:</b> Chapter 2 of “Competitive Strategy” by M. E. Porter <b>Case 4:</b> Fashion2Go: Just Another Fashion E-Tailer? (Ivey)	LO2, LO3, LO4, LO5
11-13	Industry Evolution,	12 Different Ways for Companies to	<b>Book:</b> Chapters 11 & 12 of “Contemporary	LO2, LO3, LO4, LO5

	Innovation and Strategic Change	Innovate	Strategy Analysis” by Robert M Grant <b>Case 5:</b> Eastman Kodak (Grant)	
14-16	Strategies in Mature Industry: Blue Ocean Strategy	Blue Ocean Strategy - Kim & Mauborgne	<b>Book:</b> Chapter 13 of “Contemporary Strategy Analysis” by Robert M Grant  Case 6: Making a Blue Oceanic Strategic Move That Discourages Imitation: The Case of Wikipedia	LO2, LO3, LO4, LO5
17-18	Corporate Talk			LO2, LO3, LO5
19-20	Project Presentations and Wrap up Session			LO2, LO3, LO4, LO5