

**Post Graduate Diploma in Management**  
**Strategic Management II (ST509 [B])**  
**2 Credit Course**  
**Session Duration: 60/120 minutes**

**Term – IV**  
**2020-22**  
**Batch-II**

**Course Outline and Session Plan**

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**Course 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 to 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.

The course has the following 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 Outcomes**

- To make the students aware of the fundamentals of Strategy (**L01 Subject Knowledge**)

- To acquaint the students with concepts and linking it to real problems faced by corporations (**L02 Concept Application**)
- To be able to apply the learnings of the course in different business problems by using various tools and techniques covered during the course (**L03 Business Application**)
- To be able to convey the analytical results of various business problems to the management in a layman's language (**L04 Communication**)
- To be able to understand the ethical aspects of business and conduct it responsibly (**L05 Responsible Business**)

### **Course 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 Readings**

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 Strategic Management I as well. Many more readings and cases from outside the Grant book will also be used and will be provided by the Institute.

### *Reference Books*

- "Contemporary Strategy Analysis" by Robert M Grant, Published by Blackwell Publishing (Latest Publication).
- Thomas L. Wheelen & J. David Hunger; Concepts in Strategic Management and Business Policy; Pearson Education

### *Additional Readings*

- 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*

There are many websites that have interesting information and analysis pertaining to Corporate Strategy. Company's websites, trade and strategy analysis, Bloomberg and Prowess databases, etc. have rich information for building up students' knowledge. Students must go through these resources and come prepared to the class for discussion.

## **Evaluation Criteria**

The evaluation for the course will have various components like Quizzes, Group Term Project Report and Presentation, End-term and Mid-term examinations, Role Play and class participation. The final grade will be calculated based on following:

Components		Weight	Learning Outcomes
01	End Term Exam	30%	LO1, LO2, LO3
02	Class Participation (includes case discussion)	10%	LO1, LO2, LO3, LO4
03	Quiz (2)	25%	LO1, LO2, LO3
04	*Group Term Project	25%	LO1, LO2, LO3, LO4, LO5

**\*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.

## **Plagiarism**

We are committed to upholding the highest standards of academic integrity and honesty. Plagiarism is the use of or presentation of ideas, works that are not one's own and which are not common knowledge, without granting credit to the originator. You may refer the already available content just for your reference and to get the basic ideas. Only 20% of such content is acceptable, above that comes under the definition of Plagiarism which is unacceptable in IMI and will be treated seriously. All such cases will be referred to the appropriate body of the Institute for suitable disciplinary action.

## **Session Plan: Strategic Management II**

Sl. no.	Topic/s	Prescribed Text	Case & Reading Material	Learning Outcomes
1-2	Introduction to Corporate Strategy <ul style="list-style-type: none"><li>• Rationale for corporations</li><li>• Diversification Strategy : Rationale &amp; levels</li></ul>	Chapter 13	<b>RM1:</b> From Competitive Advantage to Corporate Strategy	LO1, LO2

	<ul style="list-style-type: none"> <li>Impact of Covid-19 on Indian corporates and its influence on diversification strategy</li> </ul>			
3-4	<b>Related Diversification</b> <ul style="list-style-type: none"> <li>Vertical &amp; Horizontal firm boundaries</li> <li>Make Vs Buy</li> <li>Cost of internalization</li> <li>Architecturing integration</li> </ul>	Chapter 11	<b>RM2:</b> Vertical integration is dead, or is it?	LO2, LO3, LO4, LO5
5-7	<b>External Growth Strategies</b> <ul style="list-style-type: none"> <li>Mergers &amp; Acquisitions</li> <li>Theories of Merger</li> <li>Reasons for M &amp; A</li> <li>Synergy in M &amp; A</li> </ul>	Chapter 15	<b>RM3:</b> Not All M&As Are Alike – and That Matters <b>Case1:</b> Air India Limited and Indian Airlines Limited Merger: Is it Flying?	LO2, LO3, LO4, LO5
8-10	<b>Cooperative Strategies</b> <ul style="list-style-type: none"> <li>Types – Business Level, Corporate Level, International level</li> <li>Types of Strategic Alliance</li> <li>Incentives to enter into SA &amp; Managing SA</li> </ul>	Chapter 15	<b>RM4:</b> How to Make Strategic Alliances Work  <b>Case2:</b> Amazon and Future Group: Rethinking the Alliance Strategy	LO2, LO3, LO4, LO5
11-13	<b>Unrelated Diversification</b> <ul style="list-style-type: none"> <li>Managing the Multi-Business Corporation</li> <li>Conglomerates Vs Business Groups: M form vs G form,</li> <li>Mechanisms by which Group Adds Value</li> </ul>	Chapter 14	<b>RM5:</b> Corporate Strategy: The Quest for Parenting Advantage  <b>Case3:</b> RPG Enterprises - 1995	LO2, LO3, LO4, LO5
14-16	<b>International Strategy &amp; MNC</b> <ul style="list-style-type: none"> <li>Global Strategy</li> <li>Standardization Vs Adaptation,</li> <li>Value Chain Configuration,</li> <li>Global Vs Multi-domestic Vs Transnational Strategies,</li> <li>Porter's National Diamond Framework,</li> <li>AAA Competitive Triangle</li> </ul>	Chapter 12	<b>RM6:</b> Competing Across Locations: Enhancing Competitive Advantage Through a Global Economy  <b>Case4:</b> Cumi India's Global Strategy: The China Puzzle	LO2, LO3, LO4, LO5
18-20	<b>Strategy Implementation</b> <ul style="list-style-type: none"> <li>Formulation Vs Execution</li> <li>Barriers to Strategy Execution</li> </ul>	Chapter 15	<b>RM7:</b> Building the Strategy Implementation Network	LO2, LO3, LO4, LO5

	<ul style="list-style-type: none"><li>Challenges in strategy implementation in the face of Covid-19</li></ul>			
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