

Strategic Management – MBA 623

Instructor

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COURSE OBJECTIVES

When we plan our career, we look at what are we good at, and then put our energies in developing our competencies; so that we get maximum benefit. Similarly, organizations will be able to survive in competitive world only when they leverage their distinctive competence. Competency of an organization may be any of the following functional areas; such as marketing, manufacturing, finance, HR, R&D, technology and so on. Different functional strategies must be aligned (and they should not pull the organizations different directions) for maximum impact (concept of synergy and flexibility). We study different formats of organizations: a company AND conglomerate/diversified major and so on; and look for synergy between strategy, structure, systems, shared values and culture. We identify two aspects of strategy: Strategy Formulation (this is done in air conditioned rooms) and Strategy Implementation (this requires slogging on the field and get smeared by dust, grease, sweat and so on). It will help MBA students planning their career in general management and planning to guide the organization as a GENERAL MANAGER/CEO (by rising above their functional specializations).

- BOOK 1 :** Strategic Management, Concepts and Application, Samuel C. Certo, J. Paul, McGraw Hill, 1991.
- BOOK 2 :** Competitive Advantage, Michael E. Porter, The Free Press, 1985.
- BOOK 3 :** Competitive Strategy : Techniques for analyzing industries & competitors, Michael E. Porter, 1980.
- BOOK 4 :** Cases in Strategic Management and Business Policy : Lawrence R. Jauch and James B. Townsend, Second edition, McGraw Hill International Editions, 1990.
- BOOK 5 :** Strategic Management of Technology and Innovations, McGraw Hill, R.A. Burgelman, C.M. Christensen and Steven C. Wheelwright, 2004.
- BOOK 6 :** Business Policy and Strategic Management, McGraw Hill, L.R. Jauch and W.F. Glueck, 1988.
- BOOK 7:** Manufacturing Strategy, Text & Cases, Terry Hill (London Business School), MacMilan Press Ltd., 1995.
- BOOK 8:** Managing mergers, acquisitions and strategic alliances : Integrating people and cultures, S Cartworth & Cary L Cooper, Butterworth and Heinemann, 1996.
- BOOK 9:** Manufacturing : The formidable competitive weapon, W Skinner, John Wiley and Sons, 1985.
- BOOK 10 :** Corporate Strategy, Igor H Ansoff, Penguin, 1996.

SESSION-WISE PLAN

STRATEGY FORMULATION MODULE

1. How to Analyze cases : pp.406-418, (Book 6). Pp. 3-33 (Book 4). (SP-1).
Case : Inner City Paint Corporation, pp. 256-258 (Book 4).
2. Business Policy as an independent discipline of study: by Prof. Krishna Kumar; Note for discussion; (SP-2).
Discussion on IIT, Kanpur as an organization.
3. Discussion on “Objectives” (SP-3).
Discussion on “The hierarchy of objectives”, Charles H. Granger, (SP-4).
4. Note on “Concept of Strategy”, Book 10, (SP-5).
Case : Kitchen Made Pies, pp. 392-409 (Book-1).
5. Note on “How to Evaluate Corporate Strategy”, by Seymour Tilles, HBR, V.41, 1963, pp.111-121 (SP-6).
Case : Bavarian Motor Works (139-150) (Book-4).
6. What’s different about conglomerate management ? Norman A Berg, HBR 47, Nov.-Dec. 1969, pp.112-120, (SP-7). Case Litton Corporation:
7. Ch.9, Interrelationships among BU’s (Book-2), pp.317-363. (SP-8).
Ch.10, Horizontal Strategy; (Book 3), pp.304-382 (SP-9).
8. Organizations: Strategy, Structure and Processes: Miles and Snow et al., (1978) (SP-14).
Theories of Leadership (presentation by Instructor); Relating Environment, strategy making process and personality of leader/manager (of SMEs): Baitha’s paper (SP-15);
9. If Litton were to implement Horizontal Strategy, how do we go about?
Discussion on Prof. Rumelt’s ideas of (moderate) diversification.
Extending the concept of strategy of company/conglomerate/diversified major to supply chain strategy:

STRATEGY IMPLEMENTATION MODULE

10. Note : Strategy implementation (SP-10).
Case : Marion Laboratories Inc.
11. **In Class Test 1:**
12. Note : Differences in Corporate Culture – awareness & recognition, Ch 5, Book 8, (SP-11).
Note : Implications of culture type for inter organizational combinations, Ch 6, Book 8, (SP-12).

13. Research Article: ME Porter on HORIZONTAL STRUCTURE (SP-13).
Case : Lema Supple Company (Book-2, pp.897-907).
14. Matching Corporate Culture & Business Strategy, M. Schwartz R.S.M. Paris, OD, Summer 1981, pp.3048, (SP-16). Leadership in strategy implementation (SP-31) (Article to be circulated later);
15. Strategy Implementation : An experience in Learning, Chris Argyris; (SP-17).
Case : Nike Inc. (Book-1), pp.908-921.
16. Case: Merger of Daimler (Germany) and Chrysler (USA);
Note: International Business: (SP-18);
17. Session on SYSTEMS of Organizations (systems such as ERP/CIMS influence strategy; Influence of Structure affecting strategy; Ultimately culture affecting strategy):
Management Control Systems; Management Information systems; Incentive systems (how it is related to strategy and culture); Instructor Presentation;
18. **In Class Test 2:**

MANUFACTURING STRATEGY MODULE

19. Note : Manufacturing : The missing link in corporate strategy, Ch 5, Book 9, (SP-19).
Case : Searle Medical Instruments.
20. Relating objectives to mfg. decisions in dynamic environments: Implications of an exploratory study of Indian & German mfg. firms (SP-20).
21. Note : Measuring Total Mfg. Performance (SP-21).
Case : Plus development Corpn. (A).
22. .Note : Manufacturing by Design (SP-22).
Case : Ampex Corporation : Product Matrix Engg.
23. Taxonomy of Manufacturing Strategies, JG Miller & AV Roth, (SP-23).
Case: Case 4 of Book 7: Hoffman Tobacco.

TECHNOLOGY STRATEGY MODULE

24. Reading: The Core Competence of the Corporation , (Book 5, pp. 107-113), (SP-24).
How to put Tech. in to Corporate Planning (SP-25), (Book 5, pp.62-66).
The Art of High Tech. Mgt. (SP-26) (Book 5, pp.130-140).
25. Case : Electronic Arts in 1995 & 2002 (Book 5, pp.67-102.); Note by RRK Sharma & Ms DEEPA: FINAL Note on Operations and Technology Strategy;

26. Exploring limits of the technology S Curve Part – I : Component Technologies
(Book 5, pp. 208-220), (SP-27)
Exploring limits of the technology S Curve Part – II : Architectural Technologies
(Book 5, pp. 227-232). (SP-28)

27. Case : Hewlet Packard's Merced Decision. (Book 5 – pp. 235-244). Patent portfolio strategy; and issue of Incremental, Architectural; Modular and Radical Innovations; Exploratory/Exploitative Innovation (Instructor Presentation);

SMALL MODULE IN INTERNATIONAL MKTG AND FINANCE:

28. Issues in MKTG COMMUNICATION (SP-29) & FINANCIAL ISSUES (SP-30) in INTERNATIONAL BUSINESS; COURSE FEEDBACK:

TERM PAPER PRESENTATIONS: In two extended sessions:

Evaluation Scheme

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| 1. Student Presentation in groups (2 rounds) | : 20 % |
| 2. In Class Test 1 | : 20 % |
| 3. In Class Test 2 | : 20 % |
| 4. End Sem | : 20 % |
| 5. Project | : 10 % |
| 6. Class Attendance and Participation | : 10 % |

TOTAL **100 %**

TERM PAPER TOPICS: (1) Functions of Executive; CI Barnard (2) Leadership in administration; Selznick (3) IGOR ANSOFF: the corporate strategy; (4) WINGS OF FIRE: How Dr Kalam implemented missile strategy (5) 10 articles on innovation strategy (6) 10 articles on technology strategy; (7) HBS on leadership; (8) 10 articles on SI (after 2010); (9) articles on SF (after 2010); (10) 10 articles relating managerial remuneration and strategy & culture (after 2010); (11) Summarize the book: Competitive Advantages of Nations (ME Porter);