



Introducing ... “Strategic Management I”

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⌘ The views expressed herein are personal.

⌘ They are only for the purpose of (good) class discussion.

⌘ Please note that all slides (and teaching notes) are compilations from various books, articles and some presentations (references provided in the slides or the course outline) → In other words, neither I would like to claim that I've created anything NEW nor I shall create any (in future) ... every bit is not mine 😊.

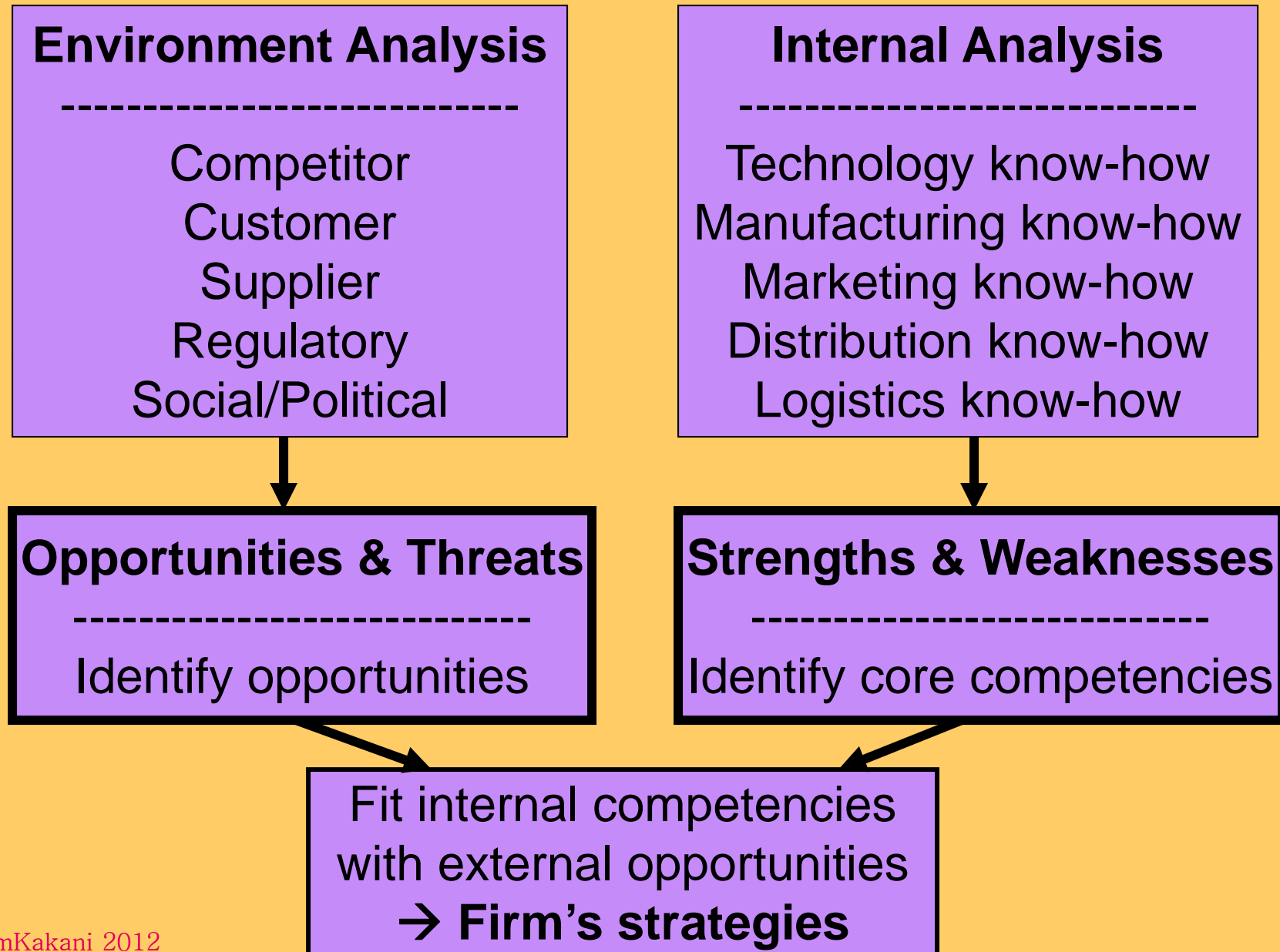
Strategic Management I Course Means ...

- 15 hours – Classroom Discussion ... with a bias towards Case Analysis
- Ideally, 50+ hours – Non-Classroom
- Content and Evaluation is detailed in outline ...
- Evaluation is usually a mix of exams, quizzes, assignments, and projects
 - ❖ 40% End-Term Examination
 - ❖ 30% Individual Project (ongoing for the students ... but will involve submission of a single document at the end of the course on a pre-stated deadline to tooshima@xlri.ac.in)
 - ❖ 30% Group-Based Class Submission and Group-Based Class Presentation. The division is ideally 20 + 10 marks. So, ongoing submission for the students and faculty to only tooshima@xlri.ac.in

First Steps ...

- Around 40 years back, marketing management was defined as ...
 - Art and science of satisfying customer's need with the right product at the right place at the right time with the right message
 - Similarly, manufacturing management would be ...
- Corporate strategy is about ...
 - Art and science of being in the right business and doing it in a right way
- The SWOT analysis is also an attempt to answer this question

SWOT Analysis



Defining a Business

- Are you in the right business, ask three questions ...
 - What business are you in?
 - Is it an attractive business?
 - Is it the right business for you?
- Usually done through a “mission statement”
 - Tell what the firm does (what is its business), stands for (what are its values), and wants to become (what is its vision)
 - Help communicate with stakeholders within and outside the firm,
 - Guide the evolution of the firm in the long-term, and
 - Help implement strategy

Defining a Business ...

- So, a mission statement should ideally ...
 - Identify the firm uniquely
 - Be short and meaningful, and
 - Be somewhat broad and flexible
- The requirements are contradictory ... hence, creating mission statement is almost a work of art ...
 - “High ROI to investors” [ROLM Corporation, USA]
 - “To provide every business, home, and person in Singapore with world-class multimedia-services and content” [Starhub, Singapore]
 - Breaking barriers, building bonds ... [Singtel, Singapore]
 - Reducing the chores of housewives [Lever Brothers, Eu]

Defining a Business ...

- Abell (1980) used the following three dimensions for defining the business of a firm:
 - Customers (who is being satisfied)
 - Their needs (what is being satisfied), and
 - Technology / Function (how are they being satisfied)
- Some find one or two dimensions to be sufficient ...
 - “Reducing the chores of housewives [Lever Bros]

Defining a Business ...

- Definition of business by four players in IT solutions providing business ...
 - Customer groups (large corporates, SMEs, partnerships, and proprietorships)
 - Customer functions (finance, supply chain, human resources, and all)
 - Alternative technologies (coding/programming, functional products, and managerial/consulting)
- SAP
- Microsoft Navision
- Polaris
- Skytech Solutions

Core Ideology = Values + Purpose

- Core purpose is a company's reason for being
 - At 3M: To solve unsolved problems innovatively
 - At Walt Disney: To make people happy
 - At Wal-Mart: To give ordinary folk the chance to buy the same things as rich people
 - At Kirloskar Brother's: to be a quality leader in pumps business

Completing Mission Statement

- Vision / Goals
 - Could have a significant impact on the evolution of a firm in the long-term
- Andrews (1980) defined Corporate Strategy as
- “Corporate Strategy is the pattern of decisions in a company that ... defines ... the kind of economic and non-economic contribution it intends to make to its shareholders, employees, customers, and communities”

Strategy - Types

- Strategy Formulation/Planning Vs Strategy Implementation
- Internalizing Vs Externalizing
 - Defensive / Protectionist
 - Expansive / Innovative
- At What Level
 - Corporate Strategy
 - Business Strategy
 - Functional Strategy

Individual Project Related ...

- Restrict to one page
- Please introduce us to your company (say, two paras)
- Identify your company's mission statement
- What is your company's vision statement?
- Is there a difference between the formal and informal mission and related ... critique ...
- Can you develop a map of the industry comprising your firm and its competitors and describe how your firm differ from others

Group-Based Case Submissions

- Case: Jeffrey's Brandt Group
- QUESTIONS
 - Identifying core strengths of Brandt?
 - Does the death of Jeffrey change things for Brandt?
 - Will Brandt be able to handle the shift to new industries?
 - Why did Brandt group merge its newly formed subsidiary Brandt Metals LLC with Brandt Tubes LLC? Why did he rename it as Brandt LLC?
- Submission is restricted to one page

References ...

- Abell, Derek F., Defining the business: The strategic point of strategic planning, PH
- Andrews, Kenneth R., The concept of corporate strategy, RDI
- Peters, Tom and Robert H. Waterman., In search of excellence, H&R
- Prabhu, Ganesh., Notes at XLRI Jamshedpur
- Saha, Biswatosh., Notes at IIM Calcutta
- Sinha, Deepak K., Notes at IIM Bangalore
- And ... many others ...