Understanding Strategic Management

in a simple manner

with focus on Strategy Implementation

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Key Features

The book gives a **comprehensive view** of Strategic Management (SM) in a simple manner, with emphasis on Strategy Implementation, particularly in Indian Context.

Useful as a **self- study** material (along with Case Book and Case Analysis Book)

Simple book for conducting **In-house Training** Programmes

Amenable to E-Learning, E-Teaching / Training

Highlighting underemphasised aspects of **Management of Change** in SM

Shows **New Way** of Looking at **Opportunities** (Weaving Opportunity, Seeing Opportunity in Threats)

Shows **New Ways** of looking at Resources **Constraints** (as Leverage able Advantage)

Dynamic Exploitation and Development of Various Resource

Importance of **Creative Problem Solving** as a Key Strategic Competence

Why **not to worry** about competition.

Grooming the Strategists

It gives list of cases (published separately) imbedded in the Indian context that can be used to understand the relevance and application of the subject The book focuses on strategy implementation which are essential to understand for success of strategy.

The write up are short user friendly even for managers who did not have exposure to formal management education.

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Dedicated
to

Our Parents
and
Family Members

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PREFACE

Several compelling reasons have led to preparation of this short book. The first and foremost is the concern for giving an appreciation of a important discipline, strategic management, to a large number of senior and middle level practicing managers who face and can help their organizations make a headway in facing strategic challenges (but do not have a formal education/ training in management). This appreciation has to be brought in a simple manner, without overloading with complexities and advance level knowledge right away and at the same time providing an opportunity to understand the latter as the interest in the subject develops. This has been done by giving adequate number of references to masterpieces and hyperlinking cases and notes written by authors for the purpose.

The second reason has been to give a complete overview of the strategic management subject. It is observed that in many books of strategic management, including masterpieces, the strategy implementation issues are not adequately covered. Appreciation of the whole strategic management functions requires an understanding of approaches for visualization of nature and scope of strategy implementation tasks and also of what makes these tasks complex and demanding. Scant attention is paid to change issues in carrying out a large number of small and medium size changes that are associated with strategy implementation. It is also observed that although there is a good number of books on strategic changes of mega size like turnaround and transformations, mergers and acquisition etc., but they are more descriptive and not written in the building block manner, covering various conceptual underpinnings and techniques that can help a beginner in understanding tasks and challenges of strategy implementation.

The third concern has been to share learnings emanating from meaningful case studies (developed by/ in association with authors of the book), which are embedded in the unique socio-economic-techno-political- regulatory-judicial and cultural context of Indian

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business environment (see Cases in Strategic Management by the authors). The cases cover a large variety of case situations, size, industry and types of ownership, which will help the readers in appreciating wider generalizability of strategic management concepts, approaches, tools and techniques.

Such experiences should help in instilling confidence to face strategic challenges; be it turning around a sick company making losses for 24 consecutive years, or increasing MBA batch size three fold in four months, creating computer centre at 1/3 of expected cost, or meeting the challenge of increasing MBA intake to meet the OBC quota requirement in less than stipulated time. Many cases are short but rich ones which can be easily comprehended for meaningful class discussion.

The concern for short write ups has been extended even to text of this book. The chapters have been written in simple but condensed form to enable one read each chapter in one or two sittings (readings about 10-15 pages at a time), without compromising on covering all the significant concepts, tools and techniques sued in strategic management, brought out by various eminent authors in their respective books. Wherever the size of the chapter goes beyond 15 pages, one may read one or two sections at a time. It is strongly recommended that one should refer to them slowly and thoughtfully as per convenience as the contents in various chapters are indicative. Providing details could have hampered the gradual understanding of a reader not familiar with the discipline of strategic management

The above features have been incorporated to help faculty members/ trainers in designing courses/ programmes on strategic management. An instructor can design a basic course/ programme of 15, 30 or 45 class hours using text and cases (given in the case book). Additional cases/ text can be freely referred through various hyperlinks given in the text and setting of the cases.

An important feature of the accompanying Cases Book is inclusion of short but rich case studies. It is often observed (cutting across

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MBA class and Executive programmes) that many participants do not come to the class after going through the prescribed reading material, (even if given well in advance) due to lack of interest in reading long cases or paucity of time. Therefore in the Case Book a good mix of long and short cases has been kept. The short cases can be projected on the screen to allow the whole class to read the case in 10-15 minutes, which improves the level and richness of class discussion. It also generates interest in reading few long cases also as the readers' interest develops in the subject. The instructors of courses and programmes using other textbooks will also be facilitated as they can use short and medium size cases from Indian context given in the accompanying case book.

The sequence of text is aimed at enabling students and practicing mangers learning and grasping a broad and complex subject in a simple manner. The text and cases will generate interest and also enable them learn more advanced, complex issues through self-study in an ongoing manner. The text has been spread in four parts covering twelve chapters.

Chapter 1 starts with explaining why a manager should learn the strategic management subject. This has been brought out in a simple and convincing manner. This also helps in understanding what all needs and must be studied at foundation level. This should also help faculty members/ trainers in deciding judiciously and logically what to cover and what not to cover in the first course of strategic management. This chapter also provides a glimpse of the task of strategy implementation, which is somewhat out of line with typical discussions on strategy formulation followed by strategy implementation. This has been done because the topic of strategy implementation is vast and students are found to lose interest in the topic by the time they finish strategy formulation, competitive strategy etc. An introduction of strategy implementation at the beginning stage helps in grasping and visualizing the magnitude of the task in a simple, conceptually sound manner, without being bogged down with enormous details and miss out significant issues.

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The first chapter also gives advantages of strategic management, each one of which has been experienced by the author while writing various cases and through firsthand experience of academic administration at various levels.

The chapter concludes with a modified framework of strategic management process, which highlights intricate relationship of strategy formulation and implementation and also brings out how experience of implementation drives formulation, changing strategist's perception of environment and strength and weakness of organization as well as his confidence in carrying out the task of implementation, which explains why every corporate strategy is unique to the strategist.

Chapter 2 in Part II discusses pioneering concepts in strategic management which build the foundation of the subject. It also highlights the importance of ownership, something unique in India, and differentiates the practice of strategic management in public and private sector enterprises and multinational companies in India. The chapter elaborates the concept of corporate strategy and policies to overcome confusion arising with the functional area strategies and policies that happens due to indiscreet use of the word "strategy".

The chapter also explains that the decision making in strategic management does not follow the rule of rationality only (as taught in typical management programmes) but is influenced by two other streams of thought, namely the intuitive/ emotional and political/ behavioral. It is necessary to appreciate this point, because although in strategy formulation typically rational/ analytical model is followed (and it is desirable), strategy implementation requires and uses as much, if not more, of the other two streams of decision making processes. The chapter also emphasises that strategic management requires specialized and exclusive set of skills and perspective which are beyond different functional area skills and competence.

The chapter ends with a very useful discussion on integrative

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thinking ability which is very important for practicing strategic management. This chapter may be skipped if there is paucity of time for the course (as the details are not required for strategy formulation) but discussion on integrative thinking ability should be covered. The whole chapter may be gone through after finishing other chapters at least, because whenever one fails to appreciate a strategic issue or coping strategies, it will provide sound bases for conceptualizing the issue/ problem.

Chapter 3 gives the pioneering works related to the process of strategic management. It links the process of strategic management with operations, through a three stage model, long range strategic planning (for strategy formulation), long range action planning (for strategy implementation) and annual planning and budgeting for operations.

Secondly, it also helps in highlighting that while strategy formulation is only "thinking" part, strategy implementation has two parts, "thinking" as well as "doing", which is necessary to distinguish because thinking part of strategy implementation has to be closely related and has to discussed together with formulation, before deciding for strategy options.

The chapter also highlight a very important topic of management control system, which needs to be treated as integral part of strategic management, failing which corporate strategy is susceptible to failure. Like Chapter 2, this chapter may also be skipped, if there is paucity of time, and can be referred later, but importance of management control as an integral part of strategic management should be appreciated/ highlighted.

Chapter 4, 5 and 6 are integral unit, trifurcated mainly for the purpose of ease of reading and comprehension. Chapter 4 deals with various issues connected with environment analysis and strengths and weakness analysis of the organization using various techniques to develop Environment Threats and Opportunity Profile (ETOP) and Strategic Advantage Profile (SAP).

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Chapter 5 discusses generation of various strategic alternatives using ETOP and SAP analysis. This chapter also discusses unique industry environment, focusing on competitor analysis to develop Competitive Advantages Profile (CAP), which helps in visualization and development of competitive strategy. Finally Chapter 6 discusses various tools and techniques and considerations that are used for final selection of corporate strategy from various, promising strategic alternatives. This chapter ends with two important strategy modifiers, the personal values of top managers and social responsibility of business, on which the selected corporate strategy must qualify.

Chapter 7 and 8 are devoted exclusively to strategy implementation, the challenges that one faces in executing strategy. Building upon discussion on strategy implementation in Chapter 1, these chapters meaningfully elaborate on nitty gritty, which is hoped to help the students and practitioner alike in developing necessary confidence for executing corporate strategy. This chapter would also help the reader in appreciating various uncertainties, if and buts, and dilemmas on the way of strategy execution. It will also help them in understanding why the strategic management process has to indulge in intuitive and political processes (discussed more in Chapter 10 - 12). It will also help readers in appreciating the importance on emotional/ behavioral side of strategic management process, which is often not realized if one confines the study of strategic management to strategy formulation only, devoid of strategy implementation.

Chapter 9, 10, 11 and 12 are devoted to management of change associated with strategic management. While major focus of strategic change is Chapter 11, one can't understand it without a conceptual understanding of the scope, nature and fundamental process of change, which is covered in Chapter 9. Chapter 10 enhances one's understanding of various barriers and sources of resistance to change, which create challenge of managing change and whose understanding in necessary to develop coping strategies in a practical manner.

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Chapter 11 outlines the process of implementing change in a logical, planned way. This chapter starts with managing small change for two reasons; One to understand execution of change programme in a simple manner. Second, strategic changes typically require a large number of small and medium size changes to be managed simultaneously or phased manner, in tandem. This is followed by step by step method of executing a major change programme. The chapter ends with insights into control and evaluation of programme, the latter to decide whether change process should be allowed (with or without) modification, to assess whether the change programme has been executed successfully, and to develop change agents.

Finally Chapter 12 discusses attributes of mega strategic changes. The chapter helps the reader in appreciating the differences in various types of strategic changes, expansion related, turnaround and transformation and mergers and acquisition related. It will also help in appreciating the managerial challenges associated with each and why expertise of one type may not to be enough to carry out the other. Certain important concepts like TPC rope, importance of organisation archetypes for managing change have been briefly discussed to help one appreciate in which directions strategic change may move, if not managed properly.

This short book thus may help the readers in having an appreciation of the entire strategic management process and help in developing expertise and confidence to develop and execute corporate strategies successfully. The faculty members may also find the text and cases useful to enrich course/ programme design and class discussions.

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CASE SETTINGS

Sl. No	Title of the Case	Teaching Note	# Pages Text	Case Code	Pub	Presented in Conf.	Complexity level	Strate Formulation	Strate Implementation	MCT	Enahancing Integrative Thinking
1	Takshila Engineering Corporation Ltd. (Case in O.D.) Vikalpa Apr. 1982$	A	6	c02	Y		2	Y	Y	Y	
2	Kamini Bank (Case on Management of Change) Indian Management Jun.1984		2	c04	Y		2			Y	
3	Growth Bank (Case on Strategic Management) Indian Management Aug. 1985$	A	6	c05	Y		3	Y			Y
4	Shilpi Ltd. (Case on SSI/Sickness) $	A	9	c07	Y		3	Y	Y		Y
5	Mein Kampf (A) (Case on HRD) $	A	18	c09	Y		1		Y	Y	
6	Mein Kampf (B) (Case on HRD) $	A	13	c10	Y		1		Y	Y	
7	First National Bank (Case on Organisation Structure) $	A	13	c11	Y		2	Y			Y
8	Scooters India Ltd. (A) (Case on Strategic Management) $ @	A	14	c13	Y		2	Y			Y
9	Scooters India Ltd. (B) (Case on Strategic Management) $ @	A	11	c14	Y		2	Y			Y
10	Scooters India Ltd. (C) (Case on Strategic Management) $ @	A	8	c15	Y		2	Y			Y

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11	Scooters India Ltd. (Case on Extraordinary Turnaround) Vikalpa, Apr.-Jun. 2001 @	A	30	c16	Y		3	Y	Y	Y	Y
12	Apollo Hospital Enterprise Limited (Case on Strategic Management) $ @	A	34	c17	Y		3	Y	Y		Y
13	Vindhya Pradesh Forest Corporation (Case on Management Control System) $	A		c20	Y		3	Y			
14	Parc Tauli Consortium Hospital (A) (Case on Mergers), (Co-authored) $ @	A	6	c21	Y	P	1	Y	Y	Y	Y
15	Parc Tauli Consortium Hospital (B) (Case on Mergers), (Co-authored) $ @	A	11	c22	Y	P	3	Y	Y	Y	Y
16	Parc Tauli Consortium Hospital (C) (Case on Mergers), (Co-authored) $ @	A	17	c23	Y	P	2	Y	Y	Y	Y
17	Is Small Beautiful (A)? (Challenges to a new leader in public sector institution)	A	3	c30	Y	P	1		Y	Y	
18	Is Small Beautiful (B)? (Challenges to a new leader in public sector institution)	A	3	c31	Y	P	1		Y	Y	
19	Is Small Beautiful (C)? (Project Management as Road block in Strategy Implementation)	A	6	c32	Y		2		Y	Y	
20	Is Small Beautiful (D)? (Leveraging Delays in Project Management)	A	5	c33	Y		2		Y	Y	
21	Is Small Beautiful (E)? (Strategy Implementation)	A	5	c34	Y		3	Y	Y	Y	
22	Is Small Beautiful (F)? (Strike- Managing by heart)	A	8	c35			2				
23	Is Small Beautiful (G)? (Containing faculty politics)	A		c36			1				
24	Is Small Beautiful (H)? (How to improve infrasturture asset utilisation)	A		c37			1				

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25	The Fun of Case Writing (A) (Growth is not such a difficult task)	A	1	c38		P	2	Y	Y	Y	Y
26	The Fun of Case Writing (B) (Tasks, Complexities and Challenges in Strategy Implementation)	A	8	c39		P	3	Y	Y	Y	Y
27	The Power of Check Listing (How we miss the opportunities)	A	4	c40			2	Y	Y	Y	
28	Do We Matter? (Management Perspective and Change)	A	2	c41		P	3	Y	Y	Y	Y
29	The Time Estimates (Project Management in Backyard)	A	4	c43		P	3	Y	Y	Y	Y
30	The Power of Interior Design (Innovation in Strategy Formulation and Implementation)	A	6	c44		P	3	Y	Y	Y	Y
31	Institute of Information Technology (Problem of Portfolio Management and Implementation)	A		c45	Y	P	2	Y			
32	UP State Tourism Development Corporation (Problems in Objective Setting and Stratgy Formulation)$	A	16	c46	Y		3	Y			Y
33	Vindhya Matsya Vikas Nigam (Problems in Strategy Formulation)$	A		c47	Y		1	Y			
34	City Montessori School (Top Executive Values and Org. Growth Strategy)$	A		c48	Y		1	Y			
35	Industrial Toxicological Research Centre (Problems in Strategy Formulation)$	A		c49	Y		1	Y			
36	Rewards Galore (Case on Incentive System and Leadership)	A	6	c50		P	2	Y	Y		Y
37	Promoting Excellence (A) (Case on Management of Academic Personnel)	A	6	c51			2	Y	Y		

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38	Academic Resource Park (How do we miss opportunities)	A		c53			1	Y	Y		
39	The Management Case Tree (Advantages of Serviving through Collaboration)	A	2	c54			3	Y	Y		Y
40	Creation of a Computer Centre for Training	A	3	c58		P	3	Y	Y	Y	Y
41	Kingfisher Airline	A	26	c59		P	3	Y	Y		Y
42	Power of a Missed Meal (Strike- Managing by heart)	A	2	c60			2			Y	
43	Promoting Excellence (B)	A	8	c61			2				
44	The Popat		2	c62			2				
45	Adani Enterprise Ltd.	A	16	c63		P	3				
46	Is Small Beautiful (I)? (Diversification- There is room for every player)	A	14	c64			3	Y	Y	Y	
47	The Thieves			c65							
48	Short Stories on Case Writings			c68							
		40	354		26	15		32	27	22	21

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