

<b>Course title:</b> Strategic Planning				
<b>Course code:</b> BSI 183	<b>No. of credits</b> 2	<b>L-T-P distribution:</b> 28-0-0	<b>Learning hours:</b> 28	
<b>Pre-requisite course code and title (if any) : None</b>				
<b>Department:</b> Department of Business Sustainability				
<b>Course coordinator(s):</b>		<b>Course instructors(s):</b>		
<b>Contact details:</b>				
<b>Course type:</b> Core		<b>Course offered in:</b> Semester 2		
<b>Course description</b> Strategic Planning is defined as a set of managerial decisions and actions that determines the long-term performance of a corporation. It includes strategy formulation, implementation and evaluation and control. The study of strategic management therefore emphasizes the monitoring and evaluation of environmental opportunities and constraints in light of corporation’s strengths and weaknesses. Strategic planning is an extremely important step for both short-term and long-term infra structure projects. So for the successful execution of infrastructure projects, managers must have an understanding go fall the tools and techniques of strategic planning and implementation. The potential managers of infra structure industry must gain hands on exposure of these skills through case applications and practice exercises.				
<b>Course objectives</b> This course is a basic strategic management course covering all aspects of strategy i.e. environmental analysis, internal analysis, strategic advantage analysis, strategy formulation, implementation and control. The course has been designed for MBA (Infrastructure) students keeping in view the increasing need for skill development in planning, management and execution of infrastructure projects. Accordingly, the course has been designed with special focus on infrastructure industry.				
<b>Course content</b>				
<b>Module</b>	<b>Topic</b>	<b>L</b>	<b>T</b>	<b>P</b>
1.	<b>Strategic Management Process</b> Introduction to strategic planning process: its evolution, The strategic Management Model, Applications of Strategic Management, Types of Strategies Importance of Strategic Planning for Infrastructure firms/projects	2	0	0
2.	<b>Strategy Formulation (A): Environmental Analysis</b> Defining Mission, Vision, Objectives and Policies Roles and responsibilities of CEOs in defining vision Case 1: Vision Mumbai	2	0	0
3.	The Business Environment: External PESTEL Framework Porter’s Industry Analysis The External factor Evaluation (EFE) Matrix and Competitive Profile Matrix Stakeholder analysis and Engagement Case 2: Cochin International Airport: Gateway to God’s own country Case 3: New Delhi Water & power ,2009	4	0	0
4.	The Business Environment: Internal Analysis Key Internal Forces Building Value in Infrastructure Projects : Evolution and Analysis; ecological and social efficiency and effectiveness The Internal factor Evaluation Matrix The Resource Based View of Organization and The Theory of Core Competencies Case4: The Hyderabad Metropolitan Water Supply & Sewage Board, 2006	3	0	0
5.	<b>Strategy Formulation (B): Strategic Options</b> Financial vs Strategic Objectives, Levels of Strategies, Types of Strategies: Integration Strategies, Intensive Strategies, Diversification strategies,	6	0	0

	Defensive Strategies, Porter's Generic Strategies Mergers & Acquisitions Strategic Alliances Turnaround strategy Sustainability strategies, Networks, Models for Infrastructure alliances, partnerships and collaborations, Public Private Partnerships Case 5: Indus Towers: Collaborating with Competitors on infrastructure, Gulati et al, 2010			
6.	<b>Strategic Analysis &amp; Choice</b> The Nature and Process of Strategic analysis and choice: A comprehensive Strategy-Formulation framework Tools and Matrices Cultural Aspects of strategic Choice, The Role of Board of Directors, Strategy and Social responsibility, Role of values in Strategic Choice	4	0	0
7.	<b>Strategy Implementation</b> Issues in Strategy Implementation: Policies, Resource allocation, managing conflict, 7S Framework Matching structure with strategy: restructuring and Reengineering, creating a strategy –supportive culture, Functional and technological issues in strategy implementation Preparing organization for managing infrastructure projects: Culture, Structure, resources and Technologies	2	0	0
8.	<b>Strategy Review, Evaluation and Control</b> The Strategic Evaluation, Process and Framework Balanced Score card Strategic Audit Exercise: Project Presentations Case 6: Tata Motors in Singur: Public Purpose and Private Property, 2009 Case 7: Taiwan's High Speed Rail: A Public partnership hits a speed bump, 2009	4	0	0
	<b>Total</b>	<b>28</b>	<b>0</b>	<b>0</b>
<b>Evaluation criteria</b> <ul style="list-style-type: none"> <li>•Test 1: Case Presentations (3)(Evaluation through presentation) 15%</li> <li>•Test 2: Project/Assignments (Evaluation through presentation) 15%</li> <li>•Test 3: Written Exam(s) (Closed Book Objective Type) 25%</li> <li>•Test 4: Written Exam (Open Book Case based) 45%</li> </ul>				
<b>Learning outcome:</b> <ul style="list-style-type: none"> <li>▪ To familiarize the students with factors affecting the infrastructure firm and industry in long run and also with the tools and techniques of external as well as internal environmental analysis</li> <li>▪ To develop their analytical as well as decision-making skills to formulate and evaluate strategy with reference to infrastructure projects under a given set of environmental factors</li> <li>▪ To develop a practical understanding of strategy formulation and implementation process</li> <li>▪ To develop an understanding of role of stakeholders' analysis and engagement in infrastructure planning and management</li> </ul>				
<b>Pedagogical approach:</b> The course will have a mix of theory and applied coursework with more practical approach. The teaching shall be done mainly through lectures/case discussions/case presentations/exercises etc. The entire course has been divided into seven modules. There will be 28 sessions (One hour each) as per the course outline. The students are also expected to work out cases based on infrastructure industry as well as assignments given at the end of each module which will help them develop their analytical as well as conceptual skills. The students would also be asked to do a field project on infrastructure projects. Both case study presentations as well as exercises are group assignments. Students are expected to work in the group of 4-5 for working out case solutions. The alternative solutions from all the groups will then be discussed in class. A list of reading materials shall be provided to each student. Students are also expected to come prepared before				

every class. The topics are largely based on the book on Strategic Management by Fred R. David.

**Reading Materials:**

*The course-contents (REFERRALS) refer to the book Strategic Management: concepts and cases (10th Edition) by Fred R. David and students are expected to read these chapters before coming to the class. There will be some handouts on class lectures covering only the main points and hence it is imperative to be attentive in the class.*

**Suggested Readings:**

*The following readings shall be provided by the course instructor:*

- *Module 1 Readings: Closing the capability Gap: Strategic Planning for Infrastructure Sector Dominguez et al, California Management Review, 2009*
- *Module 3 Readings: A Note on Porter's Industry Analysis*
- *Module 4 Readings: Exploring the Concept of Fit in Strategic Management by Venkatraman and Camillus (Academy of Management Review, 1984) & The Core Competence of Corporation by C.K. Prahalad & Gary Hamel, (Harvard Business Review, May-June, 1990)*
- *Module 5 Readings: Towards a comprehensive Understanding of Public Private partnership for Infrastructure Development Kwak et al, California Management Review, 2009*
- *Module 6 Reading: A Strategy Evaluation Model for Management by Simon Hastings*
- *Module 7 & 8 Reading: A Proposed Framework for Strategy Implementation in Indian Context by Azhar Kazmi (Management Decision, 2008); Strategy Focused organisations : How balanced Scorecard thrive in New Business Environment Kaplan & Norton, HBSP, 2001*

**Additional Readings:**

- *Thomson & A.J. Strickland: Strategic Management: Concepts and Cases, Tata McGraw-Hill, New Delhi (2003)*
- *T.L. Wheelen, J. Hunger, K. Rangarajan: Concepts in Strategic Management & Business Policy, Pearson Education, Delhi (2005)*
- *Gerry Johnson & K. Scholes: Exploring Corporate Strategy: Text and Cases, PHI, New Delhi (2002)*
- *V. Gupta, K. Gollakota, R. Srinivasan: Business Policy and Strategic Management-Concepts and Applications; Prentice-Hall of India, New Delhi (2005)*
- *Michael E. Porter, Competitive Advantage, Free Press*
- *Matthew E. May, The Elegant Solution: Toyota's Formula for Mastering Innovation (2006)*

**Additional information (if any)**

**Student responsibilities**

Attendance, feedback, discipline, class participation etc.

Prepared by:

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**Course reviewers:**

1. Dr. Sonu Goyal, Professor, IMI
2. Mr. P. Das Gupta, IMI