

Course title: Strategic Planning				
Course code: BSI 183	No. of credits: 2	L-T-P distribution: 28-0-0	Learning hours: 28	
Pre-requisite course code and title (if any):				
Department: Department of Business Sustainability				
Course coordinator (s): Dr. Sapna Narula			Course instructor (s): Dr. Sapna Narula	
Contact details: sapna.narula@teriuniversity.ac.in				
Course type		Core	Course offered in: Semester 1	
Course description				
<p><i>Strategic Planning</i> 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.</p> <p>Strategic planning is an extremely important step for both short-term and long-term infrastructure projects. So for the successful execution of infrastructure projects, managers must have an understanding of all the tools and techniques of strategic planning and implementation. The potential managers of infrastructure industry must gain hands on exposure of these skills through case applications and practice exercises.</p>				
Course objectives				
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				
Course content				
Module	Topic	L	T	P
1	Strategic Management Process			
	Introduction to strategic planning process: its evolution, The strategic Management Model, Applications of Strategic Management, Types of Strategies	2	0	0
	Importance of Strategic Planning for Infrastructure firms/projects			
2	Strategy Formulation (A) : Environmental Analysis			
	Defining Mission, Vision, Objectives and Policies, Roles and responsibilities of CEOs in defining vision	2	0	0
	Case 1 : Vision Mumbai			

3	<p>The Business Environment: External PESTEL Framework Porter's Industry Analysis The External factor Evaluation (EFE)Matrix and Competitive Profile Matrix</p> <p>Stakeholder analysis and Engagement</p> <p>Case 2 : Cochin International Airport: Gateway to God's own country</p> <p>Case 3: New Delhi Water & power ,2009</p>	4	0	0
4	<p>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</p> <p>The Resource Based View of Organization and The Theory of Core Competencies</p> <p>Case 4: The Hyderabad Metropolitan Water Supply & Sewage Board, 2006</p>	4	0	0
5	<p>Strategy Formulation (B): Strategic Options</p>			
	<p>Financial vs Strategic Objectives ,Levels of Strategies, Types of Strategies: Integration Strategies, Intensive Strategies, Diversification strategies, Defensive Strategies,</p> <p>Porter's Generic strategies</p> <p>Mergers & Acquisitions</p> <p>Strategic Alliances</p> <p>Turnaround strategy</p> <p>Sustainability strategies , Networks, Models for Infrastructure alliances, partnerships and collaborations, Public Private Partnerships</p> <p>Case 5: Indus Towers: Collaborating with Competitors on infrastructure, Gulati et al, 2010</p>	6	0	0

6	Strategic Analysis & Choice			
	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	Strategy Implementation			
	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	Strategy Review, Evaluation and Control			
	The Strategic Evaluation, Process and Framework Balanced Scorecard 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
	Total	28	0	0
Evaluation criteria				
<ul style="list-style-type: none"> ▪ Case Presentations (3) (Evaluation through presentation) 15% ▪ Project/ Assignments (Evaluation through presentation) 15% ▪ Minor Exam(s) (Closed Book Objective Type) 25% ▪ End-term Exam (Open Book Case based) 45% 				

Learning outcomes

- To familiarise 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
- 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
- To develop a practical understanding of strategy formulation and implementation process

To develop an understanding of role of stakeholders' analysis and engagement in infrastructure planning and management

Pedagogical approach

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.

Materials**Suggested Reading:**

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.

The following readings shall be provided by the course instructor:

Chapter 1 Readings: Closing the capability Gap: strategic Planning for Infrastructure Sector
Dominguez et al, California Management Review, 2009

Chapter 3 Reading: A Note on Porter's Industry Analysis

Chapter 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)

Chapter 5 Reading: Towards a comprehensive Understanding of Public Private partnership for Infrastructure Development Kwak et al,
California Management Review, 2009

Chapter 6 Reading: A Strategy Evaluation Model for Management by Simon Hastings

Chapter 7 & 8 Reading: A Proposed Framework for Strategy Implementation in Indian Context by Azhar Kazmi (Management Decision, 2008)

Chapter 9 Reading: 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
- The Elegant Solution: Toyota's Formula for Mastering Innovation by Matthew E. May

Additional information (if any)

Student responsibilities

Attendance, feedback, discipline, guest faculty etc.

Course reviewers:

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