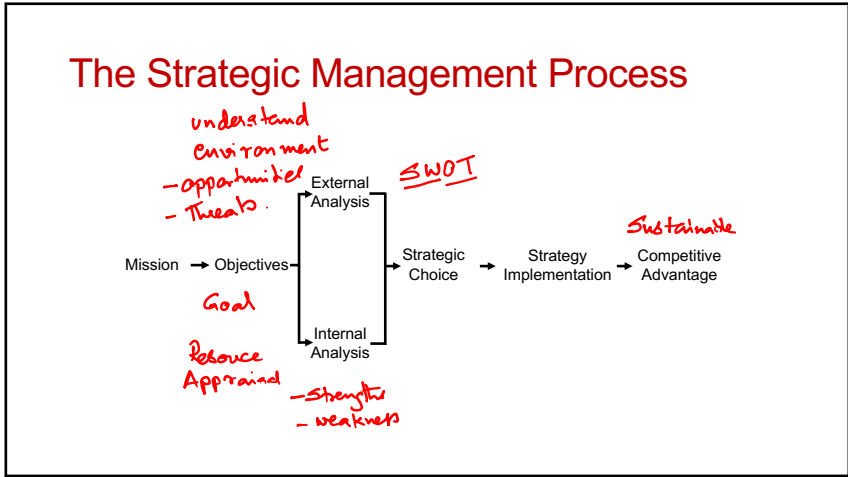


A Heart Welcome to the

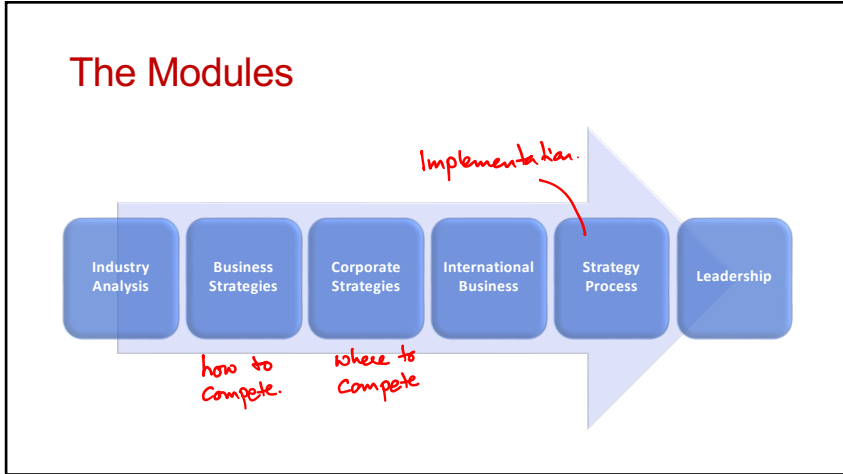
Certificate Program on Advanced Corporate Strategic Management

Prof Amit B Chakrabarti
Associate Professor, Strategy
Indian Institute of Management Visakhapatnam

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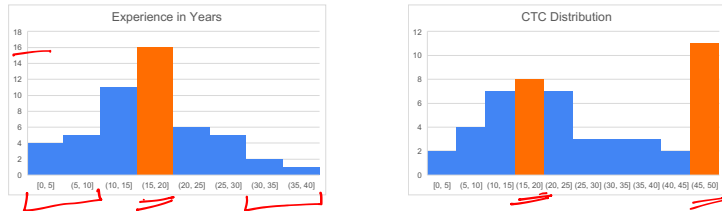
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Key Highlights

Logos for cesim BUSINESS SIMULATIONS, DESIGN thinking WORKSHOP, and Case Writing Workshop. Handwritten notes include: 'ESG / Social Governance' and 'PRME' above cesim; 'Sustainability' and 'Nov./Dec.' above Design Thinking Workshop; and 'CRME' above Case Writing Workshop.

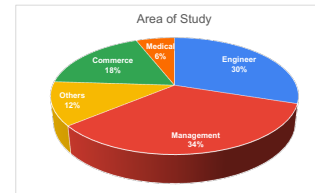
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Batch Profile



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Batch Profile



- Participants from 14 states of India
 - Highest representation from
 - Tamil Nadu
 - Telangana
 - Karnataka
- 1 International participant

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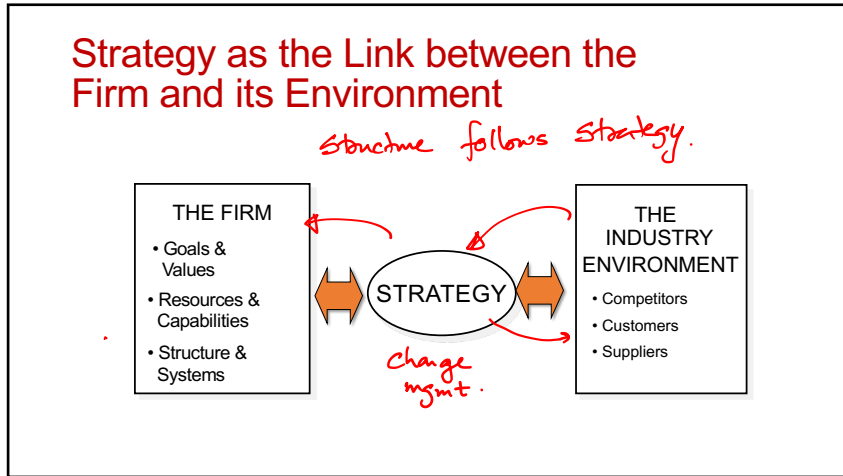
What is Strategy?

7

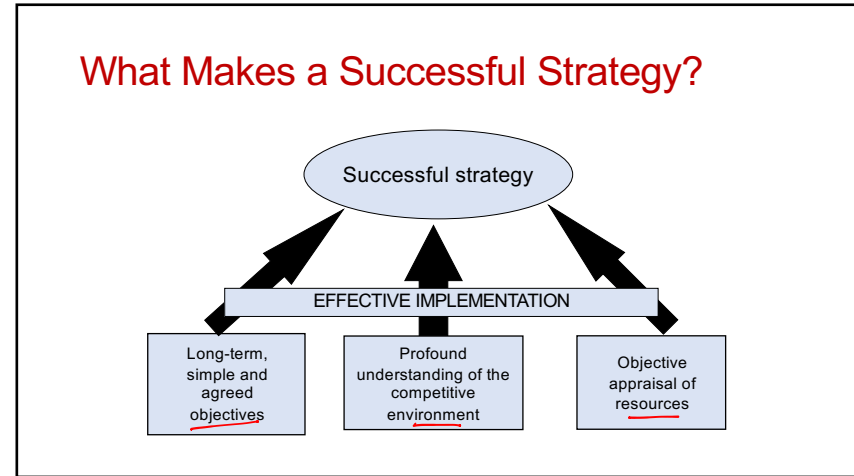
What is Strategy?

- Objective *endpoint time frame*
 - Scope *boundaries. we want to do we will NOT do.*
 - Advantage *Value Proposition. VSP means to reach end*
- MISSION** *why we exist*
- VISION** *where we want to be*
- VALUES** *how we behave.*
- RB action plan.** *means to end goals - mech. obj*
- change agent*
- planning*
- ↳ competitor*
- plan to achieve goal*
- way to ach. goal*
- long-term.*
- approach. high level plan*
- risk where to compete*
- competitive advntg.*
- business*

8



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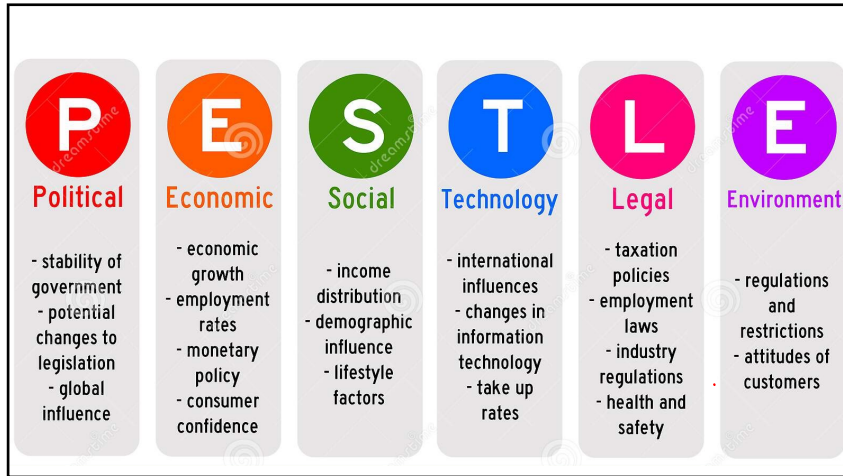


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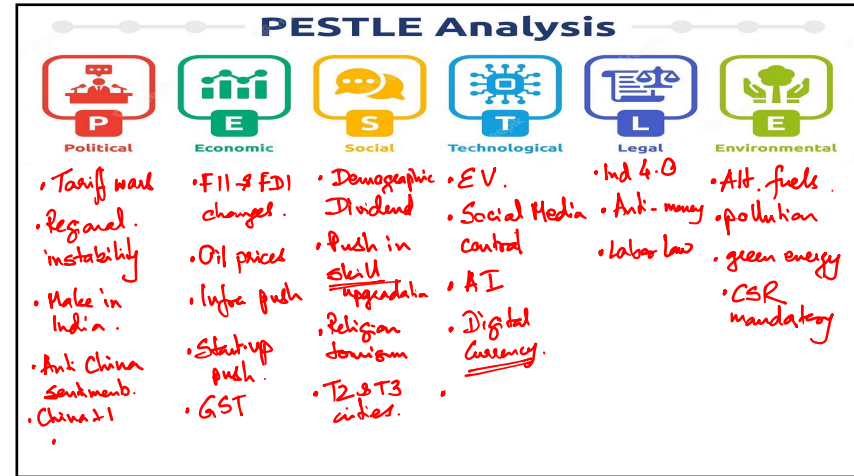
Ingredients of Strategy

<p>Queen Elizabeth and the House of Windsor</p> <ul style="list-style-type: none"> • GOALS <i>Protocols. Rule bound legacy Head of State.</i> • ENVIRONMENT <i>Political. Global Evolution of Monarchy. Scrutiny - sensitive to mood of people</i> • RESOURCE <i>State machinery. traditional loyalty Govt. support</i> • IMPLEMENTATION <i>Controlled tradition, presence Conduct communication</i> 	<p>Lady Gaga and the Haus of Gaga</p> <ul style="list-style-type: none"> • GOALS <i>Being in news. Created <u>Stardom</u></i> • ENVIRONMENT <i>Creative Social Media Gen Y</i> • RESOURCE <i>media power. business - fashion eccentric design skills drama.</i> • IMPLEMENTATION <i>freedom free will</i>
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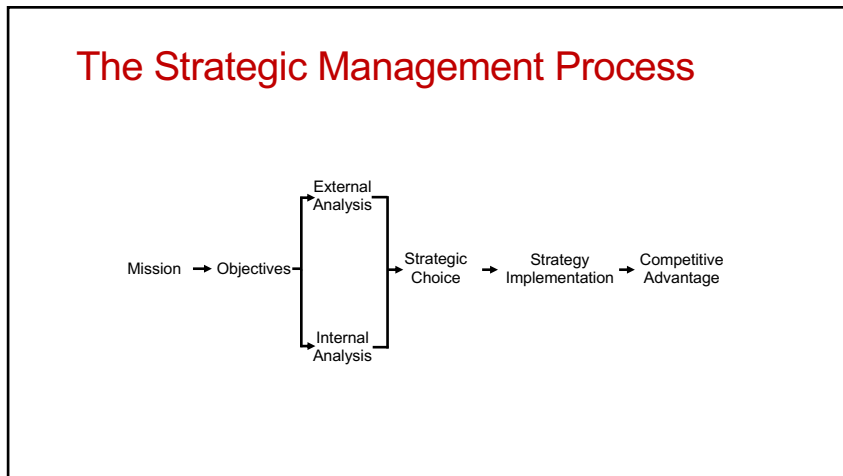
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History

- Traced back to Ancient Greeks
 - Strategy meant Chief Magistrate or a Military Commander-in-Chief
- The word “strategy” derives from the Athenian title, *strategos*, denoting a supreme commander of the Athenian armed forces (Cummings, 1993)
 - The term combines the words *stratos* (“army”) and *agein* (“to lead”)
- The Greek verb *stratego* means to “plan the destruction of one’s enemies through effective use of resources” (Bracker, 1980: 219)

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Industrial Revolutions

- First Industrial revolution – Adam Smith “Market forces as Invisible Hand”
 - Businesses were small and less international trade, so strategy did not enter into business.
- Adapted into business context during Second Industrial Revolution
 - Strategy as a way to shape market forces and affect the competitive environment
- In the USA, Construction of Key Railroads resulted in Mass markets
 - Mass markets encouraged large scale investment to exploit economies of scale and economies of scope
 - New type of firms emerged- Large vertically integrated company that invested heavily in manufacturing and marketing and in management hierarchy

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World War II – Stimulus to Strategic Thinking

- Allocating scarce resources across entire economy
- New operations research techniques (linear programming) – quantitative analysis in formal strategic planning
- Solving Zero sums games – John von Neumann
- Learning curves – important tool for planning

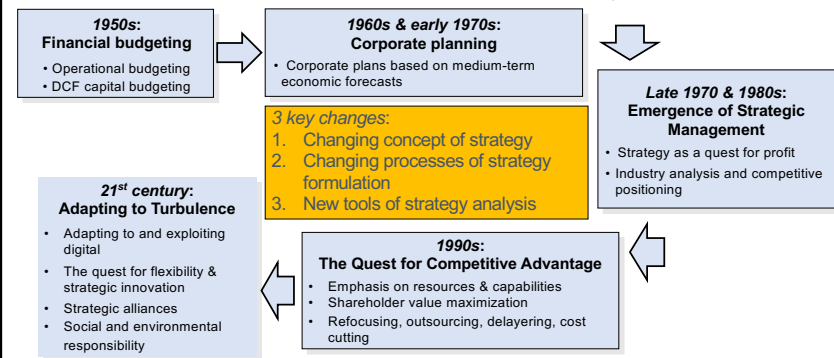
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Distinctive Competence

- Distinctive competence emerged when there was proposal to integrate Navy, Army, marines and Air Force
 - Each had different competencies
 - Navy – Machine centered organization
 - Army – Manpower organization
- To find distinctive competence, identify
 - Aspects of firm which are enduring and unchanging over relatively long periods of time
 - Aspects more responsive to changes the market place and the pressures of more environmental forces.

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A brief History of Strategy



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Strategy vs Tactics

• Distinguishing strategy from tactics:

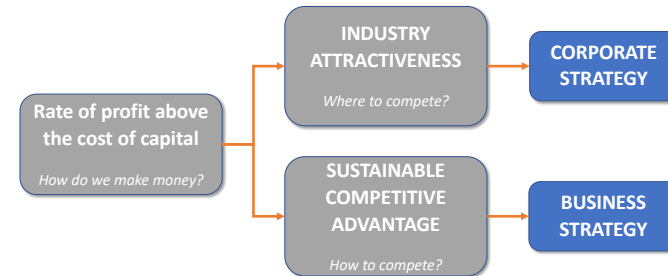
- Strategy is the overall plan for deploying resources to establish a favorable position.
- Tactic is a scheme for a specific maneuver

• Characteristics of strategic decisions:

- Important.
- Involve a significant commitment of resources.
- Not easily reversible

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What is strategy?



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