

Strategic and Operational Management

Dr. Ahmad Al-NAIMI

MGM 630

Orientation Lecture



The background features a series of vertical panels with rounded ends. The first panel shows hands typing on a laptop. The second panel shows a laptop screen with a play button icon. The third panel shows a target icon. The fourth panel shows an open book and a magnifying glass icon. The fifth panel is a solid light blue color.

Strategic and Operational Management

Orientation Lecture

MGM 630

Prepared by
Dr. Ahmad Al-NAIMI



Chapter

01

What Is Strategy? Understanding the Big Picture

What Is Strategy? Understanding the Big Picture

Chapter

01

1.1 What Do We Mean by Strategy?

A shared sense of direction

A strategy is a plan of action that helps an organisation reach its long-term goals. In everyday life you already use strategies: to pass an exam you plan when to study, what to focus on, and how to manage your time. A business does the same, only on a larger scale and over a longer period.

In business terms, strategy answers three big questions: Where are we now? Where do we want to go? And how will we get there? A good strategy gives everyone a shared sense of direction so effort is not wasted pulling in different ways.

1.2 Vision, Mission, and Values

Three statements that define what a firm stands for

Chapter

01



Vision A picture of what the organisation wants to become — inspiring and long term, e.g. “to bring affordable clean energy to every home.”



Mission What the organisation does today and who it serves — more practical, e.g. “we design and sell solar panels for ordinary families.”



Values The beliefs and standards that guide how people behave, such as honesty, quality, or care for customers.

1.3 The Strategic Management Process

A continuous loop, repeated as markets change



1

Set the direction by defining vision, mission, and goals.

2

Analyse the environment outside the firm (industry and competitors) and inside it (its own strengths and weaknesses).

3

Formulate the strategy by choosing how and where to compete.

4

Implement the strategy by organising people, money, and activities to carry out the plan.

5

Evaluate and adjust by checking results and changing course when needed.

Chapter 1 Summary

What Is Strategy?

Understanding the Big Picture

Key Takeaways

- Strategy is the set of choices that help an organisation reach long-term goals and beat rivals.
- Vision, mission, and values give a firm its direction and identity.
- The strategic management process is a repeating cycle: set direction, analyse, formulate, implement, evaluate.
- Real strategy is usually a mix of deliberate planning and emergent discovery.
- A clear strategy helps firms use resources wisely and stay successful over time.

Key Terms

Strategy — A plan of action to reach long-term goals and outperform rivals.

Vision — An inspiring picture of what the organisation wants to become.

Mission — What the organisation does today and who it serves.

Values — The beliefs and standards that guide how people behave.

Strategic management — The ongoing process of planning, carrying out, and reviewing strategy.

Deliberate strategy — A strategy that is planned in advance.

Emergent strategy — A strategy that develops in response to events and discoveries.

TITLE OF LECTURE

Leading the Strategy: The Manager's Role

- 1. Vision, Mission, and Values**
- 2. Strategic Leadership.**
- 3. The Strategic Management Process.**

Lecture

03

TITLE OF LECTURE

Looking Outside: Understanding the Industry and Competition

1. The PESTEL Framework .
2. Industry Structure and Firm Strategy: The Five Forces Model.
3. Changes over Time: Industry Dynamics.
4. Performance Differences within the Same Industry: Strategic Groups.

Lecture

04

TITLE OF LECTURE

Internal Analysis: Resources, Capabilities, and Core Competencies

1. Core Competencies.
2. The Resource-Based View.
3. The Dynamic Capabilities Perspective.
4. The Value Chain Analysis.
5. Implications for the Strategist.

Lecture

05

TITLE OF LECTURE

Winning and Measuring Success

- 1. Competitive Advantage and Firm Performance.**
- 2. Business Models: Putting Strategy into Action.**

Lecture

06

TITLE OF LECTURE

Choosing How to Compete: Business-Level Strategy

1. **Business-Level Strategy: How to Compete for Advantage**
2. **Differentiation Strategy: Understanding Value Drivers**
3. **Cost-Leadership Strategy: Understanding Cost Drivers**
4. **Business-Level Strategy and the Five Forces: Benefits and Risks**
5. **Blue Ocean Strategy: Combining Differentiation and Cost Leadership**

Lecture

07

TITLE OF LECTURE

Corporate Strategy: Vertical Integration and Diversification

- 1. What Is Corporate Strategy?**
- 2. The Boundaries of the Firm:**
- 3. Vertical Integration along the Industry Value Chain:**
- 4. Corporate Diversification: Expanding Beyond a Single Market,**

Lecture

08

TITLE OF LECTURE

Organizational Design: Structure, Culture, and Control

1. Organizational Design and Competitive Advantage.
2. Strategy and Structure.
3. Organizational Culture: Values, Norms, and Artifacts.
4. Strategic Control-and-Reward Systems.

Lecture

09

TITLE OF LECTURE

Corporate Governance and Business Ethics

1. The Shared Value Creation Framework.
2. Corporate Governance.
3. Strategy and Business Ethics.

Lecture

10

TITLE OF LECTURE

Making It Happen: Operations Management

What Is Operations Management?

Operations management is concerned with how an organisation actually produces its goods and services. If strategy is the plan, operations is where the plan becomes real — the daily work of making products, delivering services, and satisfying customers.

Every organisation, from a factory to a hospital to a software company, has operations at its heart.

Lecture

10

TITLE OF LECTURE

Making It Happen: Operations Management

The Transformation Process

Inputs become outputs that customers value

1

Inputs the resources used, such as materials, labour, equipment, information, and energy.

2

Transformation the activities that change inputs into something more valuable — manufacturing, assembling, or serving.

3

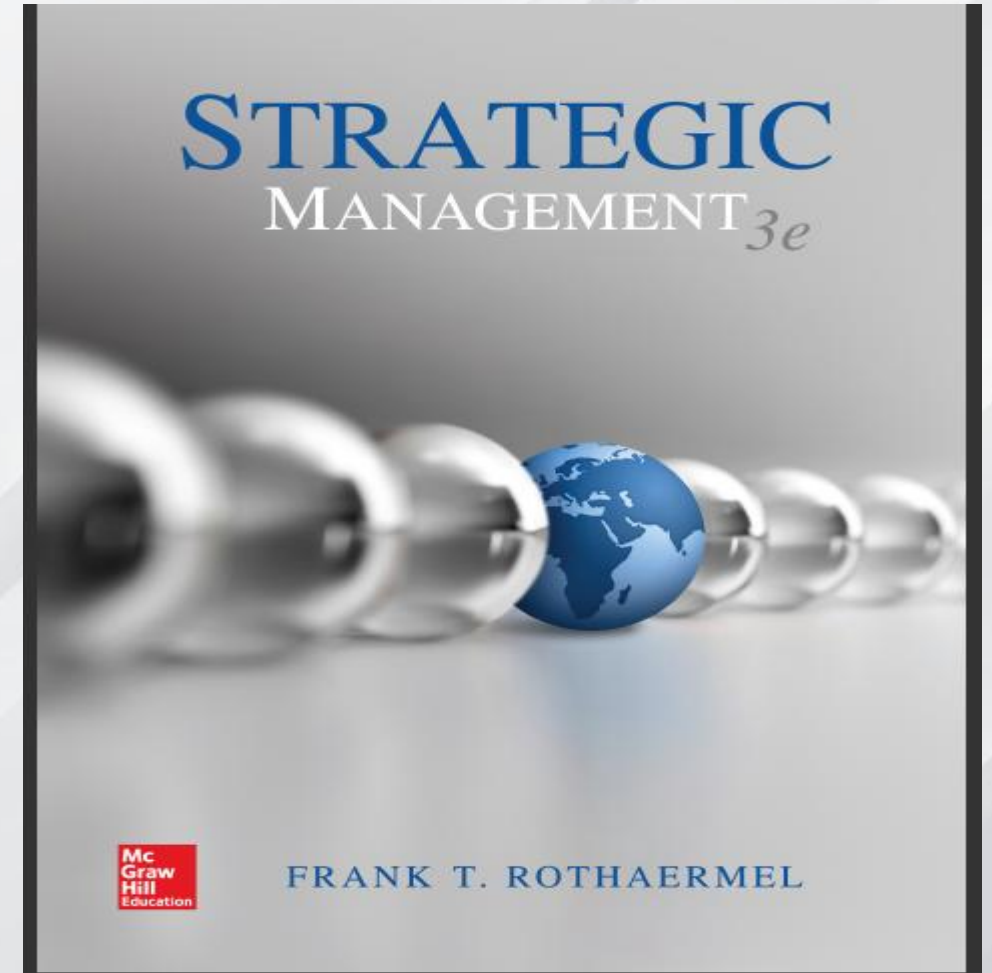
Outputs the finished goods or services delivered to customers.

Course Learning Outcomes

- Understand the business process and analyze the operations
- Acquire knowledge of production planning and resource management
- Understand the concept of Corporate Vision - Mission and Objectives
- Understand the concept of SWOT and Portfolio Analysis
- Understand the different stages in strategy formulation process
- Understand the concept of Strategic Business Unit and Business Process re-engineering.

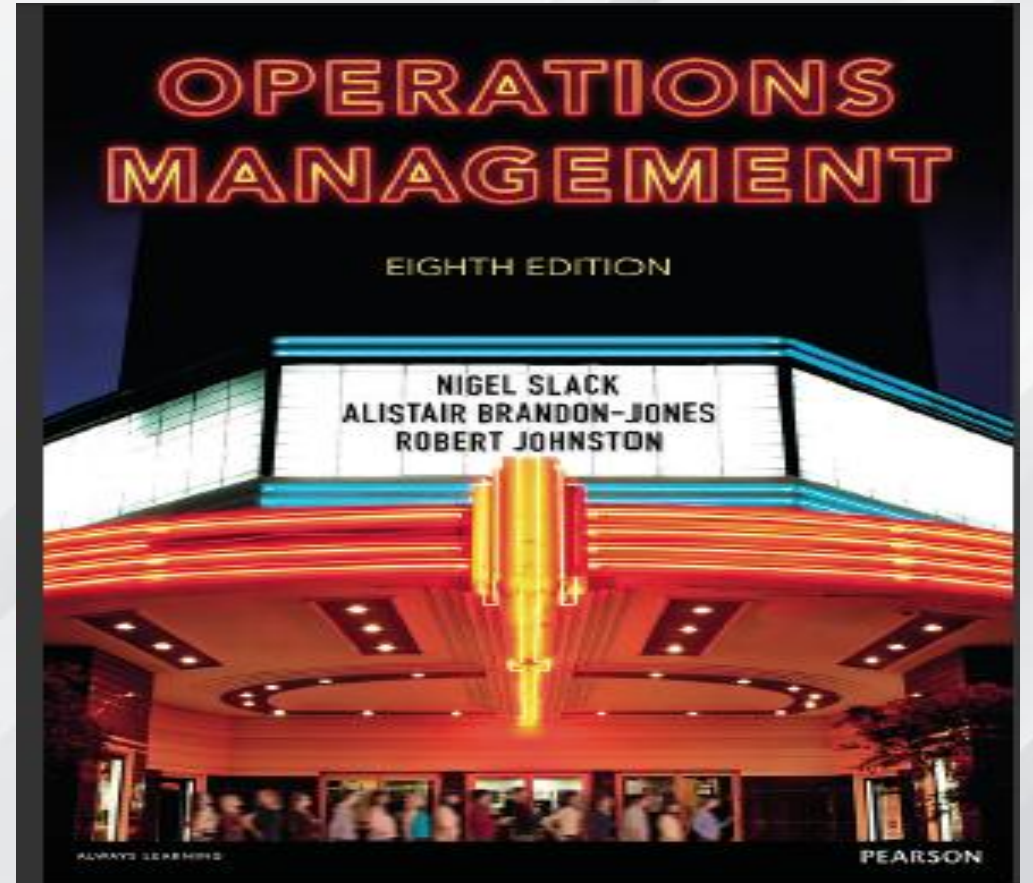
References

1. Strategic management, **third edition**, 2017 By Frank t. Rothaermel
Georgia Institute of Technology.



References

2. Operations management, **Eighth edition** By Nigel Slack Alistair Brandon-Jones Robert Johnston.



Strategic and Operational Management



Thank You