

Strategic and Operational Management

MGM 630

Orientation Lecture



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TITLE OF LECTURE

Basic Model of Strategic Management

- 1. What Strategy Is: Gaining and Sustaining Competitive Advantage.**
- 2. Stakeholders and Competitive Advantage.**
- 3. The AFI Strategy Framework.**

TITLE OF LECTURE

Strategic Leadership: Managing the Strategy Process

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

Lecture

03

TITLE OF LECTURE

External Analysis: Industry Structure, Competitive Forces, and

- 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

Competitive Advantage, Firm Performance, and Business Models

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

Lecture

06

TITLE OF LECTURE

Business Strategy: Differentiation, Cost Leadership, and Blue Oceans

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.**

TITLE OF LECTURE

Operations management

Key questions

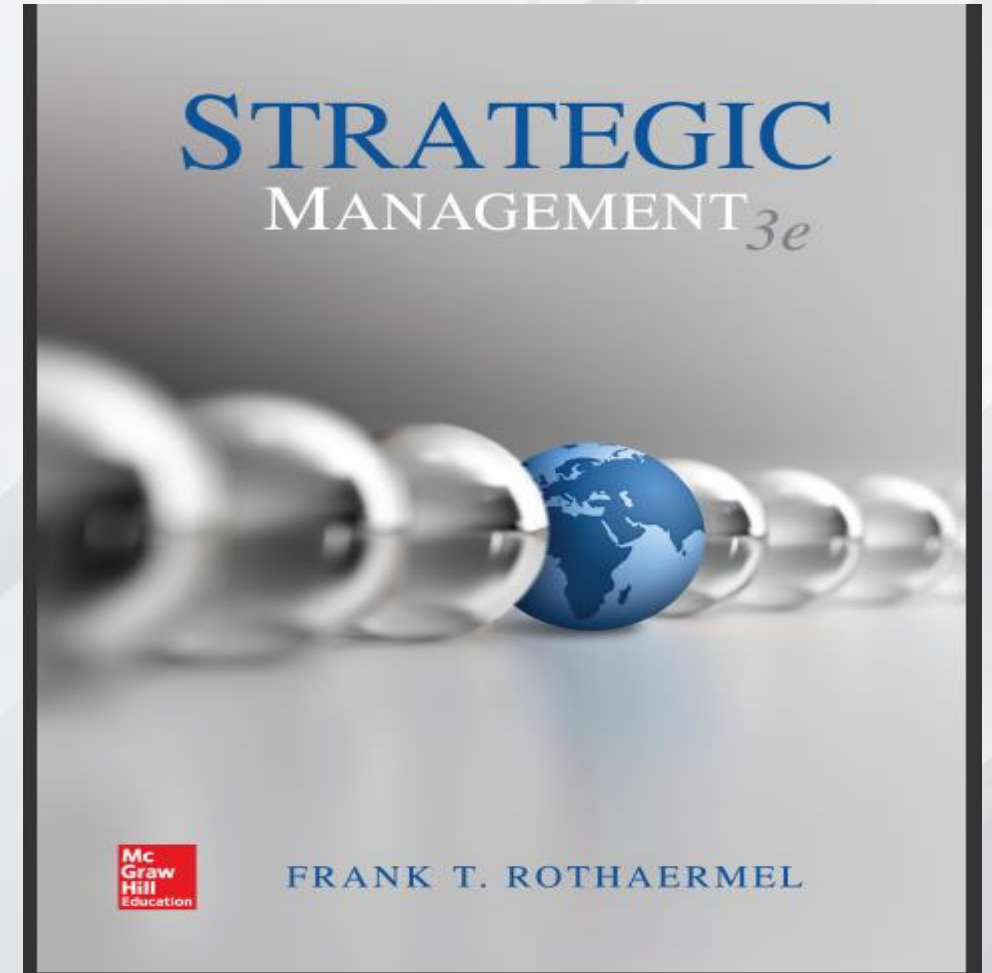
- What is operations management?
- Why is operations management important in *all* types of organization?
- What is the input-transformation-output process?
- What is the process hierarchy?
- How do operations and processes differ?
- What do operations managers do?

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.

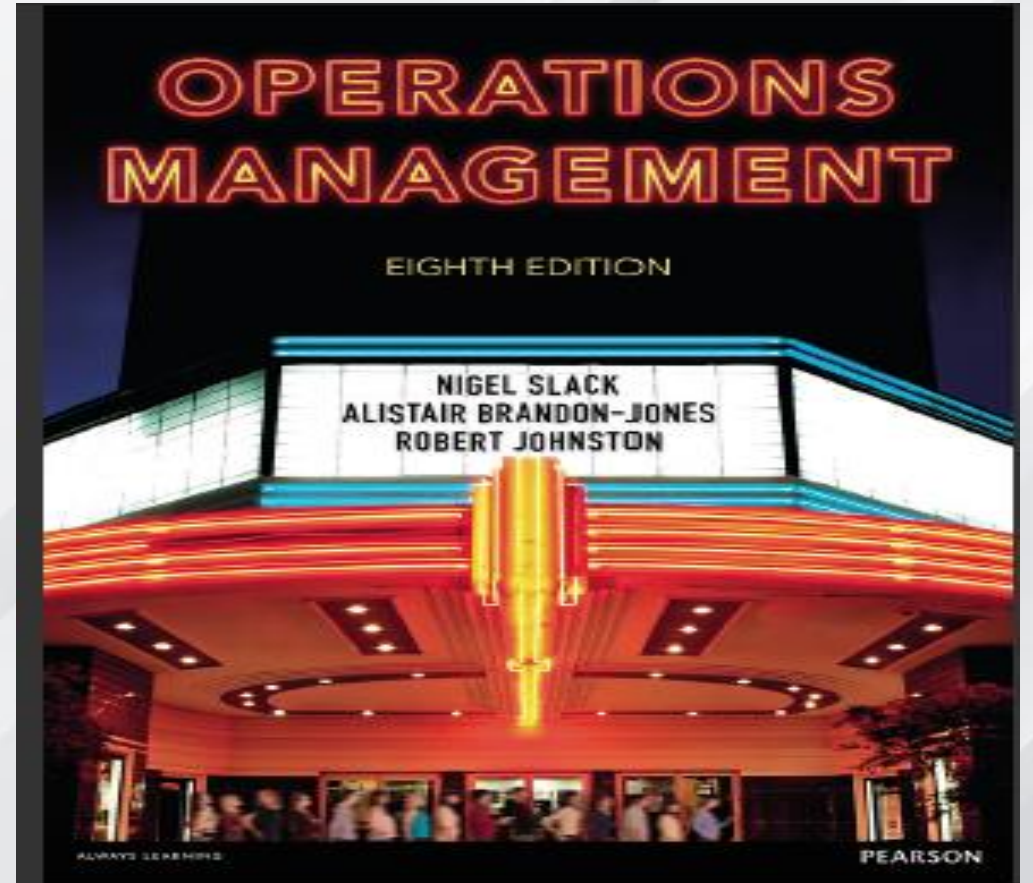
References

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



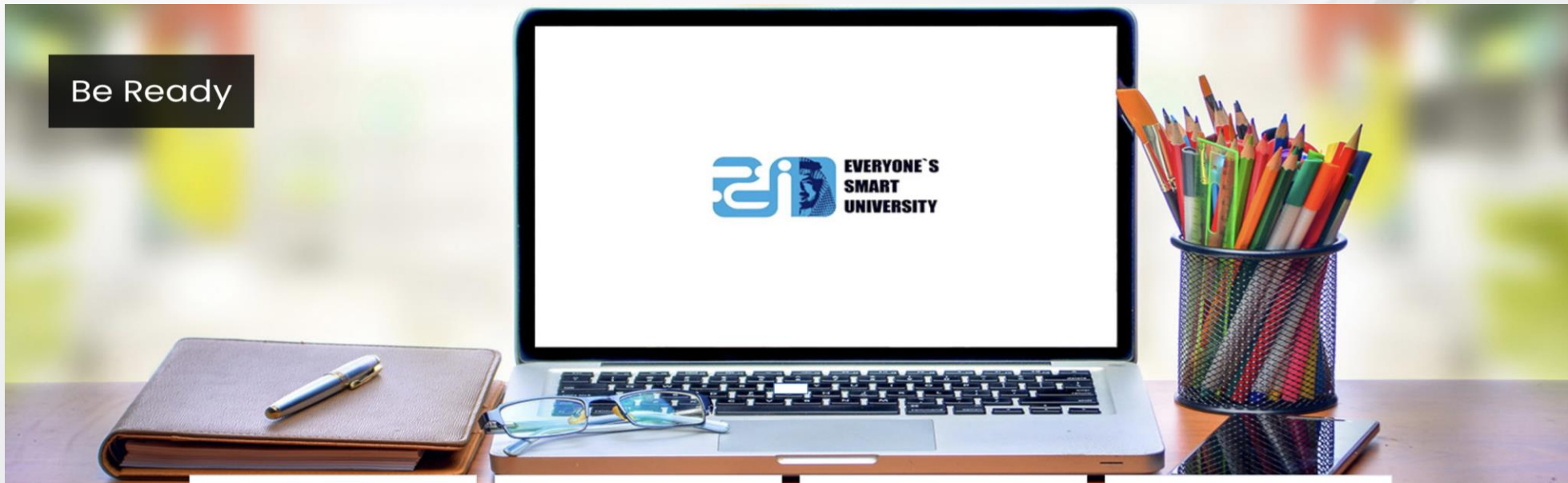
References

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



Strategic and Operational Management

Be Ready




Our Mission
Our Mission is to promote knowledge, encourage


Our Values
We stand for scientific honesty in research and


Our Commitment


Our Promise
We do not prevent anyone from obtaining their right to

Strategic and Operational Management





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