

Rukmini Devi Institute of Advanced Studies

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(Approved By AICTE &Affiliated With GGSIP University)

DOSSIER

On

**Strategic Management: A View of Some Corporate
Strategies**

On

January 29, 2013



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FORM A

Proposal:

- **Name of the event to be organized:** Guest Lecture on Strategic Management: A view of some Corporate Strategies
- **Date:** January 29, 2013

- **Venue:** Lecture Theatre, RDIAS

- **Motivation for the activity:** The lecture was organized for MBA students all the batches in order to help them in understanding the concept of Strategic Management and its practical implications.

- **Organized by:** MBA Department

FORM B

Part 1

Aim of the event: The aim of the event was to provide a glimpse of major strategic decisions that have been taken by the organizations and how these strategic decisions affected the overall growth of those organizations.

Part 2

Abstract:

The session was taken by Dr. I.S. Malhotra, Professor and Corporate Advisor. Professor Malhotra opened the session by quoting George Bernard Shaw's lines, "If you have an apple and I have an apple and we exchange the same, we both will have one apple. But if you have an idea and I have an idea and we both exchange our idea we ll have two ideas." This is the power of interaction. And that is why interaction is the best way of learning.

Professor Malhotra carried on the session by emphasizing the need of formulating a strategy. The need for a strategy arises when there is risk and challenge involved and there is more than one option available. If there is no alternative and only single way of doing things there is no requirement of a strategy.

Strategy is a unified, comprehensive & integrated plan that relates the strategic advantage of the firm to the challenges of the environment. It is designed to ensure that the basic objectives of the enterprise are achieved through proper execution by the organisation. The word strategy is derived from the Greek word and the term strategy was previously used in military operations.

Dr. Malhotra further started with various examples since the time of Mahabharata till today. During Mahabharata days Lord Krishna was very much aware that Pandavas could not win till Bhishm Pitamah is there with the Kauravas. So keeping in consideration Bhishm Pitamah's weakest point i.e. no person who is not a male would not be attacked, Shikhandi was brought in. This was a strategy.

All the theoretical concepts are there in the books but the implementations of these concepts can be learnt only when you are aware about the ground reality. And the reality can be understood by reading newspapers and having a practical bent of mind.

The major strategic examples quoted by Professor Malhotra are as follows:

1. The recession came in India in the year 2007. Prior to 2007 Jet Airways and Kingfisher were competitors. But to survive the recession they opted for a strategy of merging with each other so that they can use each others resources and make best utilization of resources.
2. In 1950s Metalbox India Ltd. Was a blue chip company but later on it was completely washed out. The reason behind this was that they did not vision the future changes and all there existing strategies failed. Same is the case with Bata Shoe Co. These examples clearly states that while formulating the strategies external environment has to be taken care of.
3. A different type of strategic decision “Management Sponsored Strikes” was taken by Escorts during recession whereby Escorts management itself bribed the Union Officials to go for strikes so that they can clear their inventories and cut the cost as well.
4. In order to weaken the trade union the Maruti Udhyog Ltd. Gave a huge amount to the strong officials of trade union and asked them to resign.

There were many more examples that were quoted. Dr. Malhotra also emphasized the students to cultivate a habit of reading the newspaper so that they will be aware of the ground realities. He himself showed the various newspaper cuttings of important news. The following news which has their strategic implications were discussed with the students:

- Slowdown a joyride for Hero Honda, (ET – 7th January 2010)
- Telcos to save \$1.5b on lower capex, (ET – 8th February 2010)
- Telcos to join hands to offer 3G Services, (ET – 5th January 2011)
- Zero Attrition at ITC as Workforce Wedded for Life, (ET – 18th January 2012)
- HUL Losing Top-Dog Leverage-Strategic changes by CEO Polman upset Indian Executives, (ET – 24th January 2012)
- What India Inc can learn from Taj Mahal or Time Warner

- Business Leaders With A Tendency To Think Of Themselves Grandly Should Study The History Of Governance And Capitalism. When Balance SHEET Takes A Back Seat And Your Ego Begins To Rule, You Are Usually Done For., (ET – 1st February 2012)
- Diversification may be the Best Strategy in Uncertain Times, (ET – 23rd November 2012)
- Etihad Deal to Help Jet Expand Ops, (ET – 8th January 2013)
- Spice Jet Rakes in Rs 160 Cr Through Discount Offer Co sold 7 lakh seats out of the 10 lakh that were on offer, in three days, (ET - 15 January 2013)
- Tata Motors Rejigs Biz, Aims to Become No. 2 Carmaker
- Co drafts common vision statement for commercial vehicles and passenger cars units, (ET – 15th January 2013)
- From disinvestment to privatisation
- Sectors that qualify for public ownership will change over time and public welfare will rise if the government exits many enterprises to create widely-held, professionally-run companies, says Vijay Kelkar, (ET – 2nd February 2010)
- Similar Problems, Similar Solutions: Team India Needs to Turn it Around like Corporates Rout Down Under stems from lack of planning on strategy and succession, (ET – 30th January 2012)
- The Basic Notion of I.T. Services in India is to Flatten the Pyramid – Jeya Kumar (Head of Apac, IPsoft), (ET – 19th January 2012)
- AI to take four Boeing planes on wet lease, ET – 3rd January 2011)
- Rafale won dogfight with price tag – Flying Into Rough Weather
- New Delhi has shown a lack of strategic vision by choosing the Rafale fighter aircraft, (ET – 10th February 2012)
- IndiGo catches up at second spot, (ET – 19th January 2011)
- Pvt oil cos pump pressure on PSU rivals, (ET – 19th January 2009)
- Tanked-up Govt Finally Zips Past Diesel Barrier Pvt oil cos to be the major gainers, (ET – 18th January 2013)
- Ambanis Family Reunion: A Strategic Fit, (ET – 29th December 2011)

Part 3

Conclusion:

The session was concluded by emphasizing on the importance of gaining ground realities and practical implications of what we learn in the classroom. And practical knowledge can be gained if we try to relate the corporate changes with the theories given in the books. The speaker answered the queries of the students and appreciated the questions asked by the students.

Guest Lecture moments...



Students listening patiently to the speaker..!



Patient Audience..!!



Guest speaker for the day !!!