

**JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA  
PGDM (SM); TRIMESTER-IV; ACADEMIC YEAR 2018-19**

**Academic Year: 2017-18**

**Term: IV**

**Course Code: GM 401  
Credits: 1.5**

**Course Title: Simulation in Strategy**

**Course Objectives:**

The course has been designed with following objectives:

- To understand key features of different types of organization culture, and how to change a problem culture to a strategy supportive culture.
- To understand reasons of resistance to organizational change and how to lead and manage the change.
- To understand the process of evaluating strategy, and measuring organizational performance.

**Course Overview:**

The course will cover the behavioural aspects of implementation. It will also cover the review, evaluation and control of strategic management.

A workshop on simulation will be conducted which will expose students to the concepts of business management, business strategy development and role of market and customer variables. The students shall be grouped in teams. They will manage different market segments or different business functions aligning business strategy to company's objectives in virtual environment.

**Learning Outcomes:**

Students should be able to:

- Examine the role of organizational culture and Leadership in implementing strategy. (CLO-I)
- Examine how evaluation and control of strategy is done. (CLO-II)
- Take strategic decisions in simulated environment through simulation game. (CLO-III)

Topic/ Module	Contents/ Concepts
Module 1: Behavioral aspects of implementation	<ul style="list-style-type: none"> <li>• Significance of Organization Culture</li> <li>• Organizational change &amp; Leadership</li> <li>• Managing resistance to change</li> </ul>
Module 2: Strategy review, evaluation and control	<ul style="list-style-type: none"> <li>• Nature of strategy evaluation</li> <li>• Framework for strategy evaluation.</li> </ul>
Module 3: Simulation	<ul style="list-style-type: none"> <li>• Strategic decision making in simulated environment</li> </ul>

<b>Evaluation Criteria</b>			
<b>Component</b>	<b>Description</b>	<b>Learning Outcomes</b>	<b>Weight</b>
<b>Simulation</b>	There will be two- three days Simulation Training & Game / Quiz.	Learnings from Strategic Management-I Course & CLO-III	70
<b>Assignment (Report &amp; Viva Voce)</b>	This shall be on individual basis. Students will submit a report on the dimensions of strategic implementation and Evaluation (Cultural, Leadership, Measurement of Organizational Performance etc.) in their Summer Internship organization / Allotted organization.	CLO-I, CLO-II	20
<b>Quiz</b>	There shall be One Quiz	CLO-I, CLO-II	10

### **Text Book**

Fred R. David, (2011), “*Strategic Management: Concepts & Cases*”, (15<sup>th</sup> Edition), New Delhi, PHI Learning Private Limited.

### **Reference Book**

- Thompson, Peteraf, Gamble, Strickland & Jain, “*Crafting and Executing Strategy – The quest for competitive advantage- Concepts and Cases*”, (19<sup>th</sup> edition), New Delhi, Tata McGraw Hill (Hereby called as TSG).

### **Internet Resources**

- [www.mckinseyquarterly.com/](http://www.mckinseyquarterly.com/)  
An online business journal of Business Management Strategy articles, surveys, and interviews, covering Global Business Strategy, etc.
- <http://knowledge.wharton.upenn.edu/india/>  
This site is committed to sharing its intellectual capital through online journal offering free access to global contemporary business trends and analysis; interviews with corporate leaders; articles on recent business practices and strategies, etc.
- <http://www.ibef.org/indiaatglance.aspx>  
It is a knowledge centre for global investors, international policy-makers and world media seeking updated, accurate and comprehensive information on the Indian economy, states and sectors.
- <http://www.businessworld.in/businessworld/businessworld/bw/Business>  
This site comprehensively covers news items related to various sectors, indepth analysis of business, stock market, finance & economy which can be a key input in understanding business scenarios
- <http://www.ge.com/company/index.html>  
General Electric has been known as one of the finest case examples of Strategy Implementation, under the leadership of it’s legendary CEO Jack Welch.

## Session Plan

Session	Topic	Readings (Chapter No. &Pp.) / Cases	Learning Outcomes
<b>Module 1: Behavioral aspects of implementation</b>			
1	<ul style="list-style-type: none"> <li>Key features of organizational culture</li> <li>Types of organizational culture</li> </ul>	TSG, Ch-12, Pp. 363 - 374	Identifying the role culture plays in strategy implementation and the various types of organizational cultures. (CLO-I)
2	<ul style="list-style-type: none"> <li>Creating a strategy supportive culture</li> <li>Changing a problem culture</li> </ul>	Text, Ch-7, Pp. 235-236 TSG, Ch-12, Pp. 374-377	Analyze the activities involved in developing an organizational culture conducive to strategy execution. (CLO-I)
3	<ul style="list-style-type: none"> <li>Leading organizational change</li> <li>Managing resistance to change</li> </ul>	Text, Ch-7, Pp. 234-235  TSG, CH-12, Pp. 378 - 385 Case:	Examining the role of leadership in spearheading the strategy execution process. (CLO-I)
<b>Module 2: Strategy Review, Evaluation and Control</b>			
4	<ul style="list-style-type: none"> <li>Process of evaluating strategy</li> <li>Measuring organizational performance</li> <li>Taking corrective actions</li> </ul>	Text, Ch-9, Pp. 286-299	Develop understanding of the process of strategy evaluation and control. (CLO-II)
5	<ul style="list-style-type: none"> <li>Balanced Scorecard</li> <li>Contingency Planning</li> </ul>	Text, Ch-9, Pp. 299-306 Case:	Develop understanding of the process of strategy evaluation and control. (CLO-II)
6	<b>GUEST TALK</b> * Key Strategic Leadership Actions		
7- 12	<b>Case Discussions &amp; Viva Voce</b>		

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Email:	<b>deepak.singh@jaipuria.ac.in</b>
Teaching Venue:	<b>Lecture Hall (as allocated)</b>
Website:	
Office Hours:	<b>8:30 AM-5:00 PM</b>
Online Links (Link to Moodle etc.):	Moodle