

Chapter 2

2. Perspectives on Strategic Management

The concept of strategic management has evolved over a period of time. There have been steady improvements in the conceptualisation of the function, which enhances the understanding of the concept and the tasks involved. It is, therefore, worthwhile to have a quick look at the various perspectives before proceeding to the nitty-gritty of the way various tasks in strategic management are performed.

2.1 Concept of Organisation

Strategic management in a simple way can be understood in terms of tasks which Barnard called the functions of executives. Barnard defines organisation as a cooperative system¹. Each member of the cooperative system gives some "contribution" to the organisation and gets something in return (see fig. 2.1). For example, the customer pays the price in exchange for the product he gets, the suppliers get paid for the supply of input they give, the workers give their effort and get wages in return, the owners give funds and get dividends, and so on.

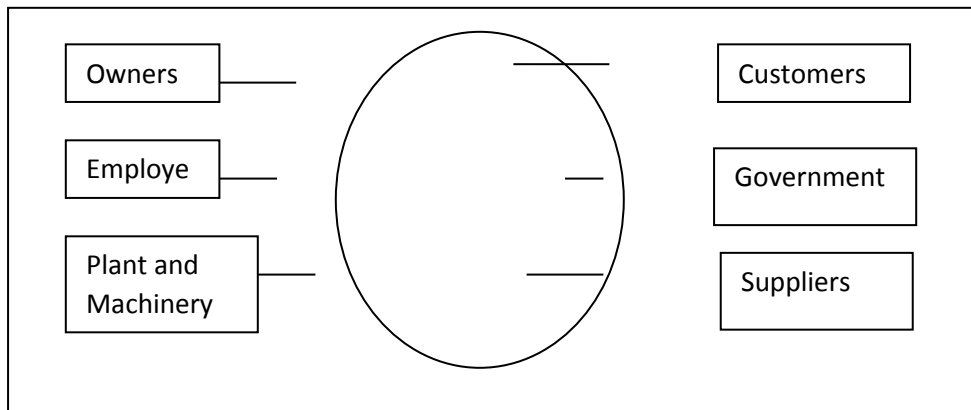


Fig. 2.1: Organisation as a Cooperative System

The success of the organisation depends upon the way these boundary relationships are maintained. The survival of the cooperative system requires that the sum total of what the organisation gives to various constituent members of the cooperative system is greater than or equal to the sum total of what they give to the organisation. Barnard then describes the functions of executives as the ones which are required to be carried out to maintain the organisation in operation, indefinitely in future. In a sense he conceptualised the management function as the one of managing long term survival of the organisation. This definition applied to the organisation as a whole can be used as a simple way of conceptualising the strategic management function.

The advantage of this definition is that it impresses upon the need to give all the members of the organisation equal importance and respect. The treatment meted out to non-vocal members should not be different from those who are very vocal, and close to the decision makers. If this is not done

the former will also withdraw their cooperation. The organisation cannot then survive in the long run. The key tasks involved in performing the functions of executives are:

- Planning for future (developing organisational objectives and purposes, and strategies to achieve them).
- Developing organisation structure, information system etc.,(coordinating the efforts).
- Motivating people (eliciting cooperation from different members of the organisation).
- Developing necessary control system (for surveillance over current operations being carried out by various members)
- Providing leadership (developing distinctive personality and character of the organisation).

The strategic management function even in today's parlance can be understood as what Bernard had summed up so well in one sentence. He has done it in such a coherent manner that it brings out the exclusiveness, the distinctive character and the imperatives of strategic management clearly. It is the function that concerns the organisation as a whole, unlike functional areas of management which deal with issues that concern only a part of the organisation or its activity. It would also be noticed that this function is different from carrying out specific activities of the organisation like manufacturing, selling, delivering and designing a product.

2.2 The Concept of Unit Organisation

Before we go to some other perspectives of strategic management function, it is necessary here to introduce the concept of unit organisation. This will help in appreciating the meaning of the statement "organisation as a whole", mentioned in the last paragraph. Modern organisations are large, complex ones, composed of many smaller "unit" organisations². These unit organisations, in many cases are themselves composed of even smaller unit organisations. For example, a large multi-product company may have several product groups as shown in fig. 2.2. These groups may have different product divisions. The product divisions will, in turn, have several functional departments like marketing, product, finance, design, etc. These departments may in turn have several sections. There is a means-ends linkage or relationship between the smallest unit organisation and the "main" or apex "formal" organisation. The means of higher level organisations are the ends of the immediately next lower level organisation. For example, the main formal organisation may decide (objective to be achieved) to increase sale growth rate from 10% to 25% by increasing the business of product group 'A' by 66% (means a strategy). For product group A increasing business of this group (by 66%) becomes the objective and it may decide that product A1 and A2 should increase the business by 60% and 70% respectively. This becomes 'means' for the product group A. However, for product division A1 and A2 this becomes the objective. The ends-means chain thus operates from the main (apex) organisation to the smallest unit organisation. In the present day context, the apex unit organisations like A and B are often called as the distinctive, strategic business units (SBUs).

Strategic management can, thus, be understood in terms of the maintenance of the apex (i.e., the formal) organisation in operation, indefinitely in the future. This means-ends chain is very important for the subject of strategic management. It must be noted that the persons responsible

for strategic management have an open choice for the decisions related to the "ends", as much as to those of the means, with reference to the apex organisation. But, each unit organisation deals with the "means" decisions within the umbrella of the given ends. This makes strategic management as the top management function, dealing with the corporate issues.

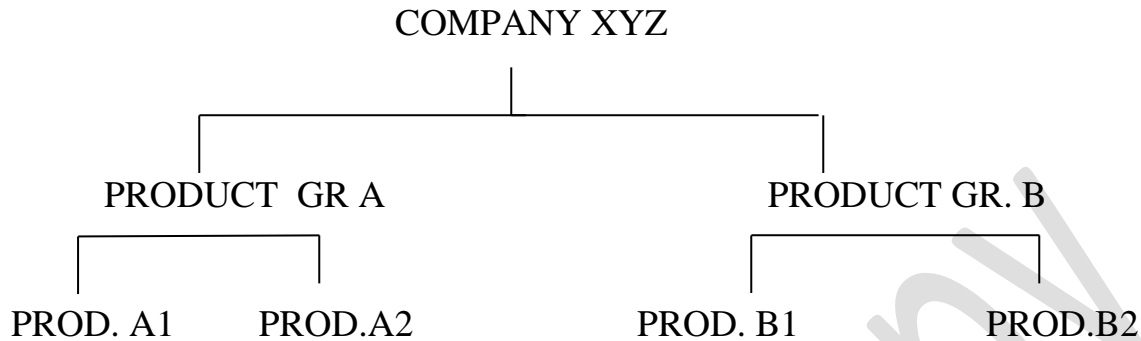


Fig. 2.2 Apex and Unit Organisations

2.3 Decision School of Thought on Strategic Management

Another way of understanding the Strategic Management function is by looking at the types of managerial decisions. Ansoff has classified the organisational decisions into three broad categories³; namely, the strategic, the administrative and the operating decisions (see fig. 3). The strategic decisions (covered under strategy formulation) are concerned with the issue of setting the direction in which the organisation will move or the course that the organisation would follow in the future. This covers the decisions regarding the organisation's mission, objectives and the strategies (i.e., the product/ market or business). The administrative decisions (commonly referred to as strategy implementation), on the other and relate to the task of gearing, up the existing set-up i.e., physical and other infrastructure and resources to meet the requirement of business/operations in the future.

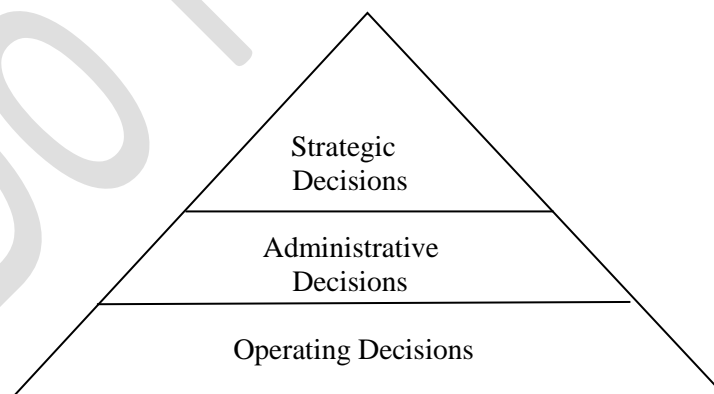


Fig. 2.3 Types of Organisational Decisions

Typically they cover such issues as the resource allocation, changes in the organisational-structure, systems, skills technology, organisation culture and key corporate policies in different functional areas. Finally, there are operating decisions concerning various transactions or the actual operations. Strategic management deals with decisions that fall in the strategic and administrative

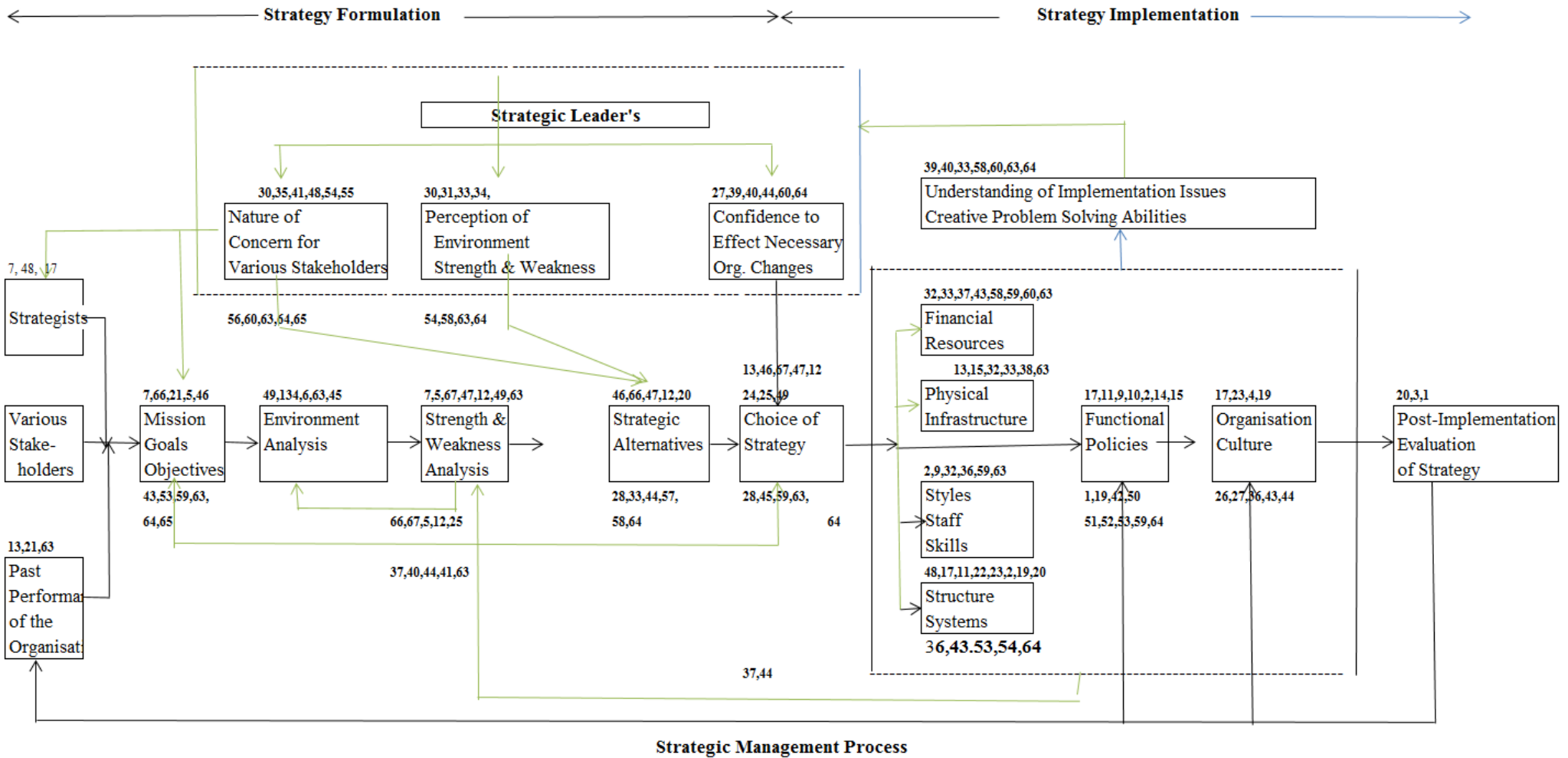
decision categories mentioned above. Strategic management may be defined as a stream of decisions and actions which lead to the development of effective strategy or strategies to help achieve corporate objectives⁴. Taken together they cover the entire scope of strategic management function.

2.4 Process School of Thought on Strategic Management

As mentioned earlier, strategic management function concerns with managing long term survival of an organisation. The threat to survival comes on account of the requirements of organisation having to adjust to constantly changing environment, (change in the expectation of various constituent members of the organisation as discussed in section 2.1). Strategic Management can, therefore also be defined as management function which concerns with task of coping with this challenge of change. The concept originates with the word strategy. When used in the context of organisation as a whole, strategy describes the way the organisation will pursue its goals⁵. Strategic management may thus be called as a process by which the top management determines the long term direction and performance of organisation, by ensuring that careful formulation, proper implementation and continuous evaluation of strategy takes place⁶. Strategic management can also be defined as a process which deals with fundamental organisational renewal and growth with the development of the strategies, structure, systems etc. necessary to achieve such renewal and growth and with the organisational systems needed to effectively manage the strategy formulation and implementation⁷. A conceptual model for strategic management process was developed by Glueck and Jauch^{13a}. Experience, however show that the model needs to be modified as shown in figure 2.4

The revised model impresses upon the need for considering strategy formulation and implementation as single integrated process. It also clarifies that the strategy formulation has only one, “thinking” component, while strategy implementation has two components, “thinking” and “doing”. The thinking part of the two are highly intertwined, iterative process for making strategy choice. For every strategic alternative developed through analysis of external environment and strength (resource base) and weaknesses, various tasks of implementation have to be identified and assessed for managing them, at various levels of confidence. Only then the final choice of strategy(s) is to be made. Failure to do so makes strategy vulnerable to gaps in smoothly carrying out the implementation programme.

The revised model has been followed in subsequent discussion. A short chapter on the topic of strategy implementation has been introduced to give an appreciation of the tasks, before starting discussion on strategy formulation. More comprehensive treatment to the topic has been given in a later chapters.



2.5 Corporate Strategy

It is necessary here to explain the concept of corporate strategy. Corporate strategy can be defined as "a statement of organisation mission, objectives, strategy, policies and major plans and programmes of actions, described in a way that conveys what business we are in and why are we in this business"⁸. This definition brings out the need for organisational clarity to integrate or unify the organisational efforts. Corporate strategy may, thus, be understood as the outcome of strategy formulation process, which includes the thinking part (but excluding the action part) of strategy implementation. This also encompasses the unstructured, non-formal cases of strategic management process. Andrews maintains that every organisation has a strategy. It could be implicit, rather than explicit, informal rather than formal, inadequate rather than proper. The imperativeness of strategic management is strategic thinking rather than the formal way of doing it^{14a}.

2.6 The Issue of Corporate Policy

It may be worthwhile to clarify here the differences between corporate and the unit level (i.e., functional or divisional level) policies before we proceed to the details of the strategic management process. As the functioning of an organisation involves a large number of activities, which have to be carried out through a number of people, it requires delegation of work to lower levels without diluting the quality of decisions or the way the activities are expected to be carried out. The top management of the organisation, therefore, at times sets guideline or makes policies according to which routine work can be carried out by others at the lower levels, who are not responsible/involved in making strategic decisions. The formulation of a policy like the above surely needs over-all perspective, interdisciplinary thinking and creative decision making. The same thing holds true for the task of organising which is required (for co-ordination). For instance, transfers are a part of 'organising', the volume of work in a large organisation may necessitate formulation of policies for transfers. Thus, many of the unit level actions, though not all, are controlled through policy decisions made at the corporate level. Also there are policy matters which may not fall under the purview of the unit level managers. For example, what should be the price of a particular mass consumption product may be a policy matter (to facilitate quick operation) of the marketing function, if the company decides that all the dealers should be uniformly charged by all the product divisions. The boundary relationship of the strategic management and other functional areas in respect of policy issues is, therefore, defined by the corporate strategy of the organisation. Within the boundaries of corporate strategy, different functional areas may develop policies for smooth operation. Policies are guidelines to delegate work. However, since in most of the cases so many policies are formulated which fall within the purview of strategic management, a notion at times develops that all policy matters are strategic decisions.

2.7 Nature of Strategic Decision Process

Before we get into the details of the strategic management process, it may also be worthwhile to ponder for a while as to how decisions in strategic management area are taken. Strategic management is an applied field, which is as much of an art as a science. Strategic management in actual practice has blending of three different types of decision making (see fig. 2.4). The

Analytical-rational decision making, the Intuitive-emotional decision making and the Political-behavioural decision making⁹.

In the first type the decision maker is fully aware of various feasible alternatives available and takes decision to maximize advantage. The opposite is the case with second type of decision making. The decision maker prefers habit and experience, gut feel, reflective thinking and instinct and considers a number of alternatives. The third type of decision making takes place on the basis of relative power of different stakeholders in the organisation.

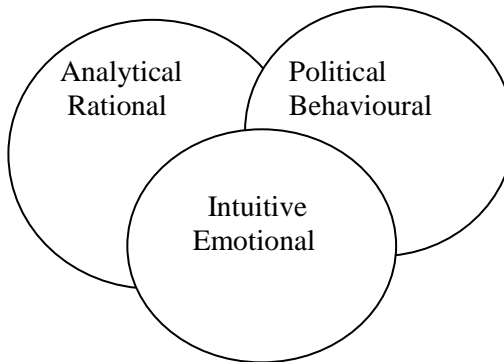


Fig. 2.5 Nature of Decision Making in Strategic Management
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In the strategic management process one can see manifestation of political-behavioural and intuitive-emotional types of decision making involved in decisions relating to the organisation objectives. In the environmental analysis and the internal analysis to a large extent, rational-analytical approach is manifested. In the strategy implementation process, the behavioural-political factors become particularly important.

In the discussion in typical strategic management books the emphasis usually placed more on covering the contents of rational-analytical approach. The importance of political-behavioural elements involved with managing organisation change, integrally associated with strategy implementation need to be appreciated. It is necessary and desirable to mobilise opinion and support of various stakeholders for the strategy decided. Petty politics for petty selfish interests is to be contained and decried, as it works against the larger interests of organization. One may not like it (or start enjoying it), but can't wish it away and has to navigate clear of such resistance to change (discussed in a later chapter on managing strategic change¹⁶).

Similarly the use of creativity, having the intuitive behavioural elements, which is a very significant aspect in strategic management have not been given in detail in this short chapter, whose aim is limited to give an overall perspective of the strategic management. The issue of managing change and transformation associated with strategy implementation form part of a separate chapter on managing strategic change, mentioned above.

2.8 Challenge of Strategic Management

Strategic Management may look a simple task, but, it is one of the most difficult one, when it comes to carrying it out, on account of complexities involved and the lack of managerial competencies (in terms of skills, orientations and perspectives) required to do it. The executives selected and entrusted with the responsibility of strategic management, the top management executives, often tend to believe that the same skills that made them successful line managers or other functional or product heads are good enough to play the role of strategic as well. This is a fallacious notion. Strategic management requires additional, specialised and exclusive set of managerial competencies which are not so much demanded for playing their previous roles. This can be realised only if one knew what this function is, what is its focus, how it is different from the other functional areas like marketing, finance, production, personnel etc., and in what way the decisions differ from those in the other functional areas. A detailed discussion on these issues takes place subsequent sections.

2.8.1 The Issue of Perspective

As mentioned in a previous section, a formal organisation comprises an ends- means chain¹⁰. It is, thus, imperative that the executives who hold the responsibility of carrying out management responsibilities at various unit level organisations, change their perspective from that of a divisional or functional department to that of the organisation as a whole¹¹ when they are involved in the strategic management process.' This is, however, easier said than done. It may be noted that the change in perspective is called for not only in respect of lower to higher level, but also with respect of functional to corporate perspective (covering all the functions). For example, if a works manager of product A takes up the responsibility of a Chief Executive, he has not only to take a total view of production of all the product lines (not product A alone), but also of other functions like design, marketing, finance and personnel. Changing the perspective from a smaller, unit organisation (say production department for a product A) to a larger organisation in the same function (for example. production of all the products in a company) is, however, easier than changing the perspective from one function to all the functions. This is one of the most serious pitfalls in the effectiveness of strategic management function, Getting proper perspective for carrying out the strategic management function is very crucial and those responsible for the function often fail to recognise and practice this. Many executives fail to realise that strategic management function is not just an extension of their previous responsibilities. It requires a much higher level of comprehension and qualitative change in the way of one's thinking to achieve integration of organisational efforts. The strategic decisions involve making trade-offs or reaching a compromise between two or more functions. For instance, declining profitability can be overcome by improving productivity or efficiencies of internal operations (involving personnel management) or by reaching out for more profitable businesses (involving marketing and production), or acquiring a new business (involving may be, none of the existing departments) or winding up some of the existing business. How does one reconcile them depends a lot on one's ingenuity and creative skills.

Strategic management also requires a long term time orientation, to be able to do justice to the function. It is a key requirement. Unfortunately, time orientation is a component of one's lifestyle and personality and cannot be easily changed. Most people have short term time orientation and there are powerful forces working on them to make them to be so. For example organisations typically have their reward and punishment system related to short term performance, which reinforces it. However, if the time orientation of even the key executives involved in the strategic

management function is short, the strategic decisions will not be able to stand the organisation for long, and decidedly not as an excellent performer.

For a better understanding of the topic one can glance through a separate discussion on Strategic significance of integrative thinking in all its 3-dimensions (horizontal, vertical and longitudinal), given in section 2.12.

2.8.2 The Issue of Specialised Skills

It is often thought that strategic management does not require any additional exclusive set of skills and that an expert in a functional area can assume and carry out the strategic management function, at the most he needs to be proverbial "jack of all trades". The assumption is, however, not tenable. For, strategic management function requires not only specialised but also an exclusive set of skills which are often not necessary for carrying out other functions.

The challenge of strategic management emanates from constantly changing external and internal environment of an organisation, via the expectations of various constituent members of the cooperative system (see fig. 2.1). Expectations of each one of them changes from one point of time to another, albeit at different rates. Since meeting of the expectation of one is contingent on the contribution of other members, management of proper boundary relationships demands continuous adjustments. It requires generating enough value from the "contribution" of various members put together and to provide each one of them adequate incentives in exchange for their contribution individually. For example, the customer wants a product, while employees and suppliers of material want payment and the plant and machinery require maintenance. These incentives, though qualitatively different, have to be matched if the organisation has to run smoothly. The problem is compounded by the fact that these matching are not static, but dynamic in nature. There are continuous changes in the rates of exchanges desired by members. The customer preferences may change, so the product may have to be modified. Employees may desire different rates of compensation for different types of job. Such constant matching calls for assessing different kinds or levels of incentives in exchange for members' contribution, e.g. the customer may agree to an increase in price for high quality, but this may not be in the same proportion in which employees demand increase in compensation for achieving the desired quality. A balance is to be struck between the two. Such decisions call for not only an ability to do qualitative analysis and assessment, but also to strike a balance between demands in qualitatively different terms.

As the organisation size and the diversity of its business increase, the demand of the constituent members become more varied and heterogeneous, making the task of maintaining the boundary relationships more complex and demanding. It requires constant review of the external and internal environment of the organisation and deciding what businesses the organisation would be in the future. This calls for an analysis of the opportunities developing, as well as the impending threats to the organisation due to changes in its environment. Most of this analysis is highly qualitative. The issue becomes all the more subjective because of perceptual differences among the individuals. What may appear to one executive as a very depressing situation, may appear to another as one which is full of opportunity and challenge. The same holds true for the way one looks at the strengths and weaknesses. For example, a company may consider non-availability-of finance or skilled manpower as a constraint and not venture in a particular product line, while another may consider these things not as a constraint, but something to be mobilised, acquired and

managed. The analysis, the qualitative assessment and the decisions taken in this regard will be influenced by the style of the people who shoulder the responsibility of running the organisation.

Dealing with opportunities and threats requires an analysis of the existing strengths and weaknesses of the organisation which again is highly qualitative in nature. There are innumerable opportunities as also threats and these can be matched in innumerable ways. This demands a very high level of creative problem solving skills¹², besides the skills for carrying out implementation tasks, discussed in the chapter 7. For developing these skills there are different approaches available.

2.9 Strategic Management and the Strategist

Chief executive of any organisation is the first strategist. However, strategic management in modern complex organisations is generally not the exclusive responsibility of any particular person or of a set of persons at any particular organisational level. Different sets of persons contribute, albeit, in different proportions to this function¹³. At the top levels, a major portion of executives' time is normally consumed in activities related to these functions, while at lower levels, it may be a significantly smaller proportion, depending upon the nature of the organisation. With the introduction of specialist staff departments, a few persons at middle level may also be spending most of their time in these functions (e.g. corporate planning executives). One should, therefore, very clearly distinguish between the designation of general manager (which may be functional or unit level head) and the strategic management functions and in many cases these can't be equated.

2.10 Strategic Management and Ownership

The impact of ownership on the management of an organisation has not been fully realised. The research findings abroad on the issue do not give any categorical answer to this issue¹⁴. However, an Indian study on comparative management in the Public Sector, the Domestic Private Sector and the Multinational Subsidiaries in India, highlight major differences in management practices in the three different types of ownership¹⁵, including the strategic management issues. The companies in three different types of ownership differed in terms of the emphasis they laid on various objectives, the criteria used for evaluating the business strategies, top management styles, organisational structure, conflict resolving mechanisms, planning and control systems and the management of motivation. The study also establishes that ownership is a multidimensional variable, unlike the traditional way of conceptualizing ownership as uni-dimensional variable¹⁶. It also identifies many ownership related factors, causing the differences. Indeed, so strong is the appeal of tentative explanations offered in the study that one is tempted to conclude that there are such basic differences in the very premises of their functioning that ownership almost casts the organisation in an ownership mould, (an archetype) which is not easy to break¹⁷. It requires a charismatic leader to get out of the ownership mould.

Despite lack of availability of exhaustive and conclusive research findings regarding the numbers of ownership related factors (dimensions of ownership) and their causal relationship with management policies and practices explaining the ownership mould in a comprehensive manner, it is necessary to be conscious of the ownership influence and to the extent possible take into account this elements in discussing strategic management process. Keeping the above in mind the presentation in this book has been made in a general, exhaustive way, covering points which may

be relevant for companies in only a particular sector and not to others, but which enable a reader to appreciate the strategic management concepts, processes and analytical tools in an exhaustive manner as relevant in the Indian context.

2.11 Advantages of Strategic Management

There are several advantages of practicing strategic management. Strategic management retains the goal orientation of the organisation, and enables it to bring back sanity in the management of organisation, which gets into management practices due to lack of goal orientation. If an organisation practices strategic management truly, it would not only be able to avert sickness, but can even achieve industry leadership position. Strategic management not only fine tunes the organisational antenna to catch the environmental signals, be they opportunities or threats, but also enables it help/acquire/develop new competencies and infrastructure or modify the existing ones, and also provides the management adequate time cushions to do so. There are, however, many other advantages of strategic management which are often not realised, as mentioned below:

1. It helps management in having clarity of organisation's blueprint for growth, (its vision, mission, objectives, strategies), which enables them in taking sound decisions without delay and hesitation.
2. Strategic management helps in managing confidently, the growth and prosperity of organisation, commensurate with the resources available to it.
3. It helps the management in unifying/ directing organisational efforts and in integrating and aligning the divisional purposes with overall corporate objectives.
4. It helps in continuing the line of action (corporate strategy) even when the CEO changes.
5. It helps in averting environmental shocks (and thus in averting sickness), caused due to lack of constant and conscious perusal of environmental changes.
6. It helps the organisation in understanding its strengths, which remain unexplored otherwise.
7. It helps the management in mobilizing and developing resource in a concrete, effective and efficient manner which is imperative to develop/ sharpen its competitive edge in domestic as well as global markets.
8. It helps management in having an audit of changing competitive strengths, which may turn into weaknesses on account of lack of attention paid to the competitors' moves and strengths.
9. It pushes the management to take stock of its organisational resources and in identifying level of under and misutilisation of the same.
10. It helps top executives in facing boldly the external world while negotiating for the organisation on account of organisational clarity.
11. It helps management in making promises and rejecting appeals of unions and other organised groups spontaneously, which is not possible without a very high level of clarity about the long and short term interests and policies of the organisation.

2.12 Strategic Significance of Integrative Thinking Ability

2.12.1 Nature of Integrative Thinking Ability

Integrative thinking ability is a significant managerial ability, for success of managers at different level and functions in any organization. Indeed one of the factors responsible for growth, success, stagnation and fall of organization depends on the number of people with higher level of integrative thinking ability, at key positions in the organization, be it the chief executive or functional/product / divisional heads. A significant number of people at senior management levels add additional strengths to the organization

Add few lines about horizontal thinking ability

The importance of such people increases enormously for management of turnaround and transformation, acquisition and mergers, strategic alliances and joint ventures. Integrative thinking ability becomes a key requirement for executives who are shouldering the responsibility of strategic management of an organization, as the identification of opportunity, visualization of threats, understanding the strengths and resource base and the weaknesses all depend upon this critical ability.

The ability is also useful for managers at other levels as well who play the role of change agents: both as the change generators as also as implementer of a change programme, especially those “who would like to matter” for the growth and development of their department, their organization, affairs of the industry in which they operate as well as in shaping the economy of their country.

The ability assumes paramount importance for strategy implementation as various components of four different assets¹⁸ (physical, human, organisational and financial) are to be matched in terms of quantity, time and place¹⁹. The degree of coherence/ match or incoherence/ mismatch determines the final performance and competitive position (and in worst case the fate of the organisation itself), as borne out by various experiences worldwide.

The demands of the integrative thinking ability increase as one transcends the boundaries of his organization and starts thinking beyond the growth and profitability of his own organization and looks at the state of the industry to which his organization belongs and start thinking of how to improve it. Such leaders start using their position for the larger benefit of the industry and become industry- captains with a say on the policy matters of their industry At even higher levels of emancipation they can leverage the growth of country's economy through their industry. They become statesmen, whom all respect for the service to larger cause of society. They then be called guardians of economy, as they alone can influence the conduct of leaders of other delivery organizations on whose behaviour and expertise the growth and surplus generation of the country depends, which can be used to fund growth through tax collections

Unfortunately, in India these days perhaps there is a dearth of such industry captains, whom the country could trust as guardians of economy²⁰. Many Chief Executives in different types of organizations do not work for larger causes, beyond petty interests of their organizations, to increase "market caps", by hook or crook. They do not perhaps realize that if their industry goes down, their organizations are not safe, and if the economy does not do well, their industry (and organization) are also at risk This is seen as increasing trend in the last 20 years of post-liberalization period.

Integrative thinking is also required to strongly link the long-term issues with the short term ones

and vice versa. Organisations which have excessive focus on any one only, lose out in the long term. Excessive focus and concentration on short term, day-to-day issues, does not allow them to watch the changes in external environment, until water starts flowing above the head, nor they are able to realise that they are suffering from the “inertia” and not able to gauge how new competitors are entering²¹ in different and unpredictable ways and that new internal competencies are not being build/ old ones losing cutting edge fast²². Opportunities are lost unnoticed²³ and no time available to face the threat successfully²⁴. Over obsession; with long term issues, on the other hand, can become only a rhetoric, with no concrete plan to realize dreams²⁵. Vision documents may become pipe dreams if no process link is described as to how the organization is going to move from “present” status to the “dream status”²⁶.

The above discussions should help one appreciate that integrative thinking ability is not a single but a 3-dimensional concept; the horizontal thinking ability, the vertical thinking ability and the longitudinal thinking ability. Each one provides unique advantages and benefits and absence of each one creates different consequences. The challenges associated with development of each of the three abilities are also different.

2.12.2 The Horizontal Thinking Ability

The horizontal thinking ability can help one in avoiding embarrassments, unintentional conflicts and crisis. For example, a marketing person would not like to make undue commitment of delivery schedule, if he is aware of the problems of operations/ material procurement. Likewise he would avoid relaxing credit terms without checking with finance department first. Even expansion of a high-tech plant may have to be phased out if the project management division knows how the skilled manpower development is going to be a time consuming affair

The horizontal thinking ability also helps a lot in appreciating “where the shoe pinches to different members of the change target, when a person wants to introduce a change programme²⁷. Once the change agent is able to realize how his proposal is going to affect others and how severely, he can gauge the kind of reaction he is going to face from different quarters. Once he is able to map the same, he can draw the force field diagram to develop suitable coping strategies.

More importantly, the horizontal thinking ability can help one understand and identify assets lying around in various corners of the organisations, which can be weaved to create an opportunity²⁸. Dr. Patel was a faculty member in a bank’s staff college in early 1980s. A little “senti” and wanderer by nature, he used to move around curiously. One day he moved into an “isolated room” when he found a sweeper was entering into it and was surprised to see a big hall of almost 2000 sq ft. in posh area of a metro city (where the prevailing rates for rental property was Rs. 10/- per sq. ft.) , which was used as a garbage room. Likewise he moved into another place with an electrician, curious as to why the electrician goes behind a grill gate, only to see two long cemented platforms. On one of it a compressor was mounted and the other was lying idle. Dr Patel had a bad experience of being rebuked by principal, when he conducted a programme for senior executives in which he had kept two sessions on computer appreciation. A year later, bank unions agreed for computerization and he was asked to suggest plan for computer training as no one in the college knew about computers. He suggested a computer centre for training at a cost which the head office (H.O.) felt was impossible (costing a total of less than Rs. 10 lakhs, almost 1/10 of

what would have normally been expected in those days). H.O. was pleasantly surprised to learn that Dr. Patel had not suggest any new building construction, but just proposed shifting of library in the “garbage room”, which got air conditioned by addition of the second compressor, which helped staff also in getting their stuffy basement air conditioned. The entire cost was recovered by conducting programmes for executives/ officers in two years time, for which lot more money would have been required for even limited number of people getting trained outside. After training 200 officers, the CC was free for training of other staff. Later he was picked up as a member banks computerization committee.

The significance of the horizontal thinking ability is not relevant to industrial organisations alone. They are as much relevant to other types and form of organisations such as a non-profit oriented educational institution²⁹. Dr. Chidambaram, a young professor in IMP Institute of Management (IMP) went to write a case on the first corporate hospital in India³⁰. On return he started pricking his director to increase intake in the institutes MBA programme, which was stagnating for 4 years with a batch size of around 30. He was convinced that the institute had all the necessary resources to do that. Few months later he was made MBA Chairman. In the next 4 months, the MBA “intake” was up to 105, which changed the very economics of Institute and helped in getting necessary support from government to move its own campus as the batch passed out. Adding 75 students to a batch size of 30 was not easy task in view of the fact that established sister institutions were not adding even a seat in a decade. What helped him to successfully increase intake 3.5 times in 4 months was an exercise of perspective planning undertaken by him a year ago that enabled him have a close look at available resources in his institute and deficiencies that were to be overcome for giving impetus. Later, Dr. Chidambaram went on to become Director of a sister institution, where he repeated the feat.

Lack of horizontal thinking ability on the other hand can lead to serious problems. Mr. Patil was a small scale entrepreneur³¹. He was sculpture by background and had dreams to become a leader in cosmetic prosthesis (artificial limbs maker). He thought of starting two businesses, manufacturing mannequins and cosmetic prosthesis. For the latter he needed a centrifugal moulding machine. Since the machine was not manufactured in India and was being imported by plastic product manufacturers, he designed the same and got it fabricated in a local workshop. The raw material was easily available in local market and there was no problem in other items like electricity, supplies etc. He did not, however, have money and also had no other skilled manpower. He left his job in a hospital and used his entire savings to start the business. Impressed by the novel product, a bank agreed to give him loan to buy the machine and also a small amount towards working capital. He did not have any marketing and sales experience that was important to bag orders. For example, a client was willing to place an order, but he demanded a price that was over 67% of cost (by his own admission) and was not willing to budge, resulting in loss of the order. He did not have any accounting and costing experience that would have enabled him to negotiate price, keeping the size of order in mind, using concept of breakeven analysis. Result? The business failed. The machine did not work and the whole business collapsed like a pack of cards, making him bankrupt. Reason? He did not have horizontal thinking ability, which would have helped him in understanding his assets (designing ability of a sculptor) and build business around that strength. He could have gone for custom built prostheses and mannequin business, which did not require machine and then developed business brick by brick.

Scooters India Ltd,³² was established in 1972 with an objective of meeting the growing requirements of two wheeler market. Almost every decision seems to have gone wrong, from selection of Technology, to import of obsolete plant and machinery (on as is where is basis), to poor relationship with key partners (Innocenti and Automobile Products of India who could provide technical support); from project financing (high D/E ratio) to marketing (launching product without necessary clearance form vehicle testing Agency), from project management (pre-fab columner structure for mass produced items which could not support automatic, efficient material handling equipment), to Human Resource Management (Man power recruited with assumed manufacturing capacity of 100000 scooters, while the production never reached beyond 40000 scooters). No one really knew what were the assets/ infrastructure/ resources at the disposal of the company, including the fact that the company had 3-wheeler technology which could be leveraged. All disjointed decision making as no one looked at the whole decision chain. The company expectedly was making losses ever since inception and government thought of winding it up in 1990.

The lack of horizontal thinking ability can also lead to people working functional/ divisional silos, resulting in conflict between two divisions as seen in the case of Birch Paper Company³³, the Northern and the Thompson divisions, both of whom were supposed to work as independent profit centres within the company. The Northern division was complaining to the Vice President Finance (VPF) that the latter was asking 20% profit margin on a component supplied by Thompson division, despite the fact that this division was operating well below full capacity. If the Vice President did not intervene the Northern Division would go for buying the item from outside party. Neither of the divisions knew that by losing the order the company would lose \$142 a piece on an out of pocket cost of \$280, while Thompson division would lose \$30 per piece. Neither of them knew that there was another division, the Southern division which supplied raw material to Thomson division and charged \$112 as profit margin (40%). If the company was not organised divisionally but functionally, the Vice President. and marketing department would know that the company was getting \$142 a piece on out of pocket cost of \$280, by selling the final product at a price which was lowest compared to other competitors. Thus despite being most efficient, the company would have lost the order (who knows how many orders/ opportunities lost already) without any one realising it, thanks to lack of low horizontal thinking ability.

A lack of horizontal thinking ability results in loss of meaningful opportunities to the organisations. For example in the case of IMP Institute mentioned earlier, as its finished increasing MBA intake from 30 students to 105 in its 5th year, the fastest among all the four sister institutions of management under MHRD, had its new campus ready with infrastructure of 120 students batch size. The students' job placement had not been hurt by increase in intake, as over 30000 candidates were aspiring for just 600 seats in the four sister institutions put together. So were the companies. None of the other 3 institutions seemed to be keen to increase intake. There was a great opportunity to increase intake to from 105 to 225 (105+120) and become the largest management institute in the 8th year of its establishment. The whole economics of operation would have changed; covering not only all the running expenses (thus not banking on government for non-plan grant), but generating a little surplus also. Instead, it chose to surrender the fully operational infrastructure for 105 batch size in the old campus, in the heart of city, and stagnate for next 8 years at the same level, instead of emerging as the largest management institute of the country, starving the country of 720 young managers (which was equal to intake of all the four institutions put together in a

single year). Instead of being rebuked the Director got applaud for successfully shifting to campus. What a wonderful way of missing opportunity, without anyone who mattered, realizing it³⁴.

2.12.3 The Vertical Thinking Ability

On a Monday morning an Executive Engineer (EE) of a thermal Power plant enters the office of Commercial Engineer (CE) of a large public sector company manufacturing Turbo-Generating Set and had the design and manufacturing equipment (which could repair the turbine component) and demands that the repair be done immediately as the 200 MW capacity of the thermal plant was down because of it³⁵. The commercial engineer asked EE to leave the component and it would be sent when repaired. On insistence of EE, the commercial engineer told EE that he may arrange reservation for return journey on Friday.

The commercial engineer immediately thereafter contacted the two workshops foremen who initially rejected the request but later agreed to try to the work done at night shifts. To CE's surprise the repaired components were ready for delivery on Wednesday morning. Excited the CE sent message to EE in Guest house to collect the components, but to his surprise the EE was missing. Two days later, the EE came to CE's office and asked for the components. The CE refused to give unless EE gave the explanation, which EE refused. On further discussions, it emerged that by 'missing' for 2 days, (going for sight seeing) the EE had inadvertently caused a direct revenue loss to his electricity board to the tune of Rs. 48 lakhs when the electricity rates were Rs. 0.50 per unit. By depriving 200 MW generation (which was more than the requirement of SAIL) he had deprived steel plants equivalent to loss of two days production, which ran into of several crores of rupees. If the deprivation of 2 days steel production to end users was accounted for, the cost was monumental. If the power plant had kept spares, one whole week's loss was avoidable. Unfortunately it "did not even occur to the EE", so was the case initially with CE, because they did not realize why they are doing what they were doing (Electricity generation/ repair). Inability to see the broader picture due to the lack of vertical thinking, deprives us of wonderful opportunities to serve the society and successfully carryout the business.

The situation is no different even today and even at higher levels than the one described above, as brought out by the conduct of Reliance Industries Ltd., which choked the supply of natural gas, demanding increase in price (against the agreement in force), without realising the wider economic ramifications caused by non-operation of over 12000 MW of thermal power capacity in the country due to such choking of natural gas supply.

The vertical thinking ability helps in identifying and overcoming various strategic incoherences, which result in suboptimal performance and even demise of organisations in non-conducive environmental conditions. Lawrence and Lorsch, in their seminal work "Organisation and Environment"³⁶ have observed that organisations which differentiated more but did not integrate commensurately have performed worse than the organisations which did not differentiate as much. The integration is facilitated by Vertical Thinking Ability. The complexities and demands of integration is well captured by McKinsey's 7S model³⁷. However, the model captures only a part of the whole, i.e., demands of managing two critical resources, the Human Resources and the Organisational Resources, but does not cover the complexities and challenges of managing the other, equally significant resources, the Physical and Financial Resources pointed out by Rue and

Holland³⁸. The complexities and the managerial challenges arising out of managing four different resources in tandem, each one of which requires expertise of very different disciplines, are truly extraordinary. If organisation does not have managers who have vertical thinking ability and work in functional/ divisional silos, then appropriate level of integration required by business can not be achieved. Indeed it is not so difficult either. The functional expertise and divisional and divisional concerns make one think of attending to only what, how, when, where, who part of strategy not why, which leads to looking at higher level objectives going up to Mission, the very purpose of creation of the organisation. Those who are having a very high level of vertical integrative thinking ability are able to see the strategic incoherences, the loose links in the relationship and appropriateness of four different types of resources.

For example in the case of Birch Paper company³⁹, if the divisional managers had vertical thinking ability, they would have also thought that by their actions of maximising the divisional profits, what are the consequences to the company (losing out order and substantial profits), Their behaviour might have been somewhat different. They would have discussed the position of all the divisions concerned (Northern, Thompson and Southern); their capacity utilisation (idle capacity) and overall collective and individual gains/ losses by retaining the order within the company, special accommodation they could give to each other, benefits of long term relationship by accommodating each other for each one and the company etc. Lack of vertical integrative thinking ability makes them behave in a way that Northern Divisional might go for placing order outside, resulting in reduced profits to various divisions and the company.

The turnaround of Scooters India Ltd., a sick public sector company, was an extraordinary turnaround, unparalleled in the annals of management, anywhere in the world⁴⁰. An Executive Director appointed in 1990 (by which time the company had made losses for close to over 20 years continuously), almost to wind up the company. He, however, thought otherwise and turned around the company. Under his leadership the company made net profit for the first time in its silver jubilee year i.e. 25th year, exploiting 3-wheeler technology (that existed but not used), through same plant and facilities and manpower. All this was as much due to horizontal thinking ability (realising that the company had 3-wheeler technology and existing plant and equipment can manufacture 3-wheelers) and vertical thinking (objective of turning around the company) at organization and industry level.

Perhaps the most astounding demonstration of benefits of high vertical integrative thinking ability is the merger and turnaround of BHEL and HEIL in 1972-78 under the leadership of Mr. Krishnamurthy⁴¹. He took overcharge as the youngest Chairman and Managing Director of Bharat Heavy Electricals, having 4 manufacturing plants at Haridwar, Hyderabad, Tiruchirapalli and Bhopal (erstwhile Heavy Electricals India Ltd.), 3 of which were making losses for over a decade. He developed a corporate plan to make the company among top 10 electrical companies in the world, exporting 20% of its products (a rare feat in 1970s). The target was achieved in almost half of time. The company grew at almost 30% per year between 1972 and 1978 (when he relinquished charge) as compared to 5-10% per year, before his tenure. How he achieved this feat? Having been in planning commission, he had an understanding of worsening power supply conditions in the country. The country's perspective churned him to do something to solve the problem. Prior to taking charge, he had studied various plants; their activities; underutilized and fragmented assets, and felt that by making them an integrated whole, and with a new mission of company as a caterer of energy needs of the country, the company could meet the challenge. A very high level

of horizontal and vertical integrative thinking made the young CEO turnaround the company, which emerged as a leader for decades together.

The consequences of lack of vertical thinking ability was seen in case of UPSTDC⁴², where organization was making loss, because it had many strategic incoherence as it lost of sight of “Why” Due to lack of understanding of the concept of its business, it was focusing on activities which could be done by others (catering to tourists once they reach the corporation) and not attending to critical task it was supposed to do (bringing tourist of the state). The incoherence were seen the advertising pamphlet (printed in Hindi), lack of reservation facilities, promoting it in the other states and outside the country. To some extent the same strategic incoherence’s are seen in managing international tourism in India⁴³; no clarity about target group, hence no clarity on languages for advertising things website, inadequate design to develop packages for individual and small group of international tourists; ; no assessment of their needs (including information needs), no attempt to closely liaisoning with other state tourism corporation, inappropriate attention to accreditation of hotels, guest houses and others low cost accommodation etc. All this is left to foreign tour operators and travel agents. All this leads to tremendous loss of opportunities to earn foreign exchange at a level that could obviate forex crisis, improve the value of rupee and provide employment to large number of people. The whole Business of International Tourism is a great opportunity for large banks like State Bank of India, Bank of Baroda etc. too who could utilize their IT infrastructure to provide relevant customized information and go for online booking of tickets, hotels and other services⁴⁴. Such a tremendous opportunity can help improve performance of not only large corporate but even the economy of the country.

While horizontal thinking helps more through identification of under utilized assets, vertical integrative thinking helps in improving performance by identifying loose linkages among resources/assets by focusing one mission and objectives. The ability helps in better utilization of assets through assets identification and utilization in a dynamic manner. The results are truly fascinating. This is easily realized from the cases Is Small Beautiful⁴⁵. This is also seen in the case of Adani Enterprises Ltd⁴⁶.

2.12.4 The Longitudinal Thinking Ability

The Longitudinal integrating ability is the ability to see the meaningful environmental changes that are likely to impact on the long term performance of organization. This ability, coupled with horizontal and vertical integrative thinking abilities can not only guard against impending threats but even convert them into wonderful opportunities.

Lack of longitudinal thinking ability may even lead to demise of organization, especially under intense competitive environment. While conducting a training programme for General Managers (GMs) of mills of a state sugar corporation, all but two of which were in loss for last few years, a questioned was asked “how do you see the future of the mills in next five years?” The GMs who were all provincial civil services (PCS) officers gave a shocking response, “The state government will do something”. No wonder many of them were close down in the next two years.

On the other hand take for example of the OBC Act, which government of India brought In 2008. Under the Act all the technical and management institutions of higher education under MHRD

were asked to increase intake by 54%. While others established institutions struggled to increase intake even in 3-4 years, one of the younger ones increased intake by 85% of the quota in the very first year and surpassed it by 10% in the second year⁴⁷. The institute had more constraints than any other, did not have even land to expand. But it could do so with little foresight to see the political developments (longitudinal thinking), little innovation and understanding of assets available dynamically (horizontal thinking), and clarity about Mission, i.e., the role the institute was supposed to play (vertical thinking) which gave courage to expand to grow. While others thought the OBC quota Act as a great threat, this institute looked at it as great opportunity to meet the growing demands of high quality managerial manpower in the country. Between 2002 & 2009, it increased MBA intake from 60 to 300, five fold in 7 years, reaching the mark which took 48 years for one of the oldest institute of management under MHRD, without losing on its quality as reflected in job placement of students.

One most recent case on consequences of the lack of longitudinal thinking abilities the case of “Rise and Fall of the Kingfisher Airlines (KFA)”⁴⁸. The company started with lot of fanfare in 2004-05 as the first truly world class airline with most advanced aircrafts, menu, entertainment etc. grew at a fast pace, having highest market share in just three years, acquiring Air Deccan in the process, but collapsed by 6th year, and chased by consortium of lending bankers, fuel suppliers and aircraft lesser. No one would have expected an airline, which in a short while rose to glittering heights, winning international awards and recognitions, would meet such a fate. But the lack of longitudinal thinking ability, seeing only opportunities as the government eased licensing, not the likely threat of ATF price rise rivalry with low cost airlines, government’s reluctance to allow relaxation in stipulated norms for allocation of international routes etc.

The mind set of leaving the environmental developments to “we will think when we cross the bridge” does not allow people to take necessary care before taking the plunge. The opportunistic, short term orientation was not hall mark of KFA only but more than a dozen airlines that were floated and closed in two decades of liberalised economy of India⁴⁹. The malady is so common that these days not many corporates even seem to think beyond 3 years or so. The longitudinal monitoring of economic performance has been given such a go by so much so that we don’t even know where we started for, where we have reached and where we are heading for.

More recently, Mr. Subroto Roy of Sahara India group was ordered by Hon’ble Supreme Court to be jailed and stiff conditions stipulated for his bail, which kept him in jail for over five months. His inability to foresee environmental changes (in legal system) did not allow him to change his conduct of bygone era in dealing with poor investors’ money⁵⁰.

JayPee group is another experience recently⁵¹. The company sold off its entire hydropower business to Reliance Green Energy, to reduce debt burden. Did it want to enter into hydro power business as a key player? If so, why it sold it off? If it was to reduce debt burden caused by other businesses, why did it so much over commit in other business that distorted the financial structure so much that an established business had to be sold off?

The above are not a stray instances. The lack of longitudinal thinking ability led to a large number of old and new companies collapsed⁵² after the Indian economy started opening up in 1991. The percentage of profit making companies dropped from 79% to 42% between 1997 and 2001. While the 1991-96 period was a period of boom, companies expanding and diversifying left right and

centre, intensifying competition. The situation changed for dramatic fall after 1996, the first year after GATT agreement. The irony was that the fate of the companies that entered the Prowess database after 1992 was worse than the established ones which were in database in 1991. All this was outcome of shortsighted, opportunistic behaviour of companies. Those companies which had long term orientation through effective institutionalized process, survived.

2.12.5 Movement Upwards

As one moves up in the organization ladder, he can have better perspective of the resources/ assets/ infrastructure. Divisional manager of a product has better understanding of it than the sales manager or production manager. He also has better opportunity to know the status of other divisions as well. A Chief Executive, likewise, has better opportunity to understand the resources/ assets/ infrastructure of not only his company but other companies in the industry, which he can leverage through organic strategies. At each level the concerned executive must, however, learn the art of asking relevant questions to be able to such understand the above. This skill gets developed through vertical thinking. The executives at every level must also get time to develop ways to leverage the underutilized resources/ assets/ infrastructure within their domain, company and outside. For this they must start learning to delegate increasingly and govern through remote control rather than through personal supervision as done at the lower levels.

While the vertical integrative thinking ability helps in identifying the components of any one or more of four different assets/ resources that are required to be modified/developed or acquired for effecting any change in strategy successfully, the horizontal integrative thinking ability helps in understanding which part already exists and thus helps in identifying the balance of parts that need to be modified/ developed or acquired, which is the step towards strategy implementation.

2.12.6 Enhancing Integrative Thinking Ability

The vertical thinking is not easily realized nor the horizontal thinking. There is some incidence which triggers it, as happened in the case of the EE and Commercial Engineer⁵³. However, once a person realizes the benefit of it, something happening, which he did not expect or visualize, it boosts his confidence to try something, bigger. Same is the case of horizontal thinking. Once a person realizes the benefit of identifying assets lying around and weaves an opportunity, he gets more confidence to create/do new things which others dare not, as he overcomes resource myopia. These instances lead to his believing in “I matter, I could matter”. As he experiments and succeeds, he goes for even bigger interventions.

The development of integrative thinking ability, however, can't be left however to a chance occurrence only. This can be enhanced through training in strategic management, especially for enhancing vertical and longitudinal thinking ability. In the training programme the use of integrative cases covering issues of more than one function/ division can be used. Later the participants can be subjected to growth and development issues, asking them to increase growth targets and identify issues involved for achieving the same. They can also be trained to identify strategic incoherence in organisations, resources/assets/ infrastructure required for implementing strategies, identify assets already available and so on.

2.12.7 Concluding Comments

The integrative thinking is a unified concept having three dimensions. The ability in catching the dimension and its mix varies from individual to individual. The ability to see the opportunity has a lot to do with understanding of assets. Horizontal thinking ability facilitates this process. Vertical thinking ability helps in appreciating strategic incoherence, which reduce organizations delivery capacity due to several loose linkages among four different assets required for managing input-process-out flow. The appreciation of incoherence comes because the vertical thinking links every asset to higher level objectives, especially because it focuses/ asks/ reminds the purpose (why) while discussing various “Ws”⁵⁴ associated with whole chain, from Mission to final, detailed action plan. The vertical thinking also helps in identifying broader environmental developments (due to higher levels perspectives) and interprets them for relevance to Mission /objectives/ strategies. The longitudinal thinking ability helps in seeing the environmental developments in longer term. The higher the level of integrative thinking ability (in its three dimensions) in the organisation, the greater the chance of identifying and exploiting opportunities and managing critical assets required, in a dynamic manner, over the long term.

It may be noted that while horizontal integrative thinking ability can help in leveraging one or more of the underutilised assets and reduce loss of opportunities/ reduce some interdepartmental conflicts caused due to people working in functional/ divisional silos, the benefits of vertical integrative thinking goes beyond. The latter facilitates identification of assets/ resources/ infrastructure lying idle and incoherence among them that need to be removed to weave opportunities/release organisational potential and overcome suboptimal performance. The deficiencies in horizontal integrative thinking abilities at a lower level can be overcome by vertical integrative thinking ability at superior level, as the matters falls in their domain of authority for action and they have better opportunities to identify and utilise assets/ incoherence. Lack of vertical integrative thinking ability at superior levels is disastrous as illustrated in the case of Scooters India Ltd. IMP Institute of Management and International Tourism in India.

The benefits that occur, however, have a catch, determined by one’s value system. If one believes in benefiting the larger society, he weaves opportunity for the organization and society’s benefits. But if he uses it for benefiting from opportunity himself, he weaves opportunity that benefits him, others stakeholders may or may not benefit. Choice is purely his own.

It may be noted that although the integrative thinking abilities help in identifying and weaving opportunities and warding off threats, by noticing the environmental changes and improved understanding of the various components of four different assets mentioned earlier, these do not, per se, lead to exploitation of, which requires another set of skills, that of managing change and creative problem solving.

Review Questions

1. What is concept of organization given by Bernard? How does it help in strategic management?
2. Is there some commonality between Maslow’s theory of motivation and Bernard’s theory of organization as a cooperative system?
3. How does Ansoff’s decision school of thought help in strategic management?

4. What is corporate strategy? How does it help an organization from going disarray?
5. Discuss different types of integrative thinking ability. Are they related?
6. How corporate policies differ from other policies?
7. Compare and contrast decision school of thought and process school of thought in strategic management.
8. “Strategic management is not a rational process”. Comment
9. “Functional area expertise alone is not enough for strategic management”. Do you agree? Give reasons.

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56. See page 5, para 1
57. See page 7, para 2

CASE SETTINGS

Sl. No.	Case Title	Focus on Strategy	Involves Mgt of Change Mgt issues	Enhancing Integrative Thinking	Strategy Interface with	Type of Case	Business/ Products/ Service	Ownership	Geog. Area of Operations/ Coverage
1	Marketing of Bank Services: The Case of Travellers Cheques Integrated Management Jan.1982	Implementation		Y	Mktg	Issue	Banking	Nationalised Bank	All India
2	Takshila Engg. Corpn. Ltd.	Implementation	Y		Inf Syst	Historical	Electrical Engg.	PSU	-do-
3	Janata Bank (Case on Formal Control Systems) Indian Management Jun. 1984	Implementation	Y		Control Syst	-do-	Banking	Nationalised Bank	-do-
4	Kamini Bank (Case on Management of Change) Indian Management Jun. 1984	Implementation	Y		IR	-do-	Banking	Nationalised Bank	-do-
5	Growth Bank	-do-	Y	Y	Personnel Mgt	-do-	Banking	Nationalised Bank	-do-
6	Viplav Bank (Case on MIS)	Implementation	Y		Inf. Syst	Historical	Banking	Nationalised Bank	-do-
7	Shilpi & Co.	Formulation		Y	Strategic Coherence	Issue	Artificial Limb Manufacturing	Private Sector	Gujarat
8	Vikas Bank (Case on Resource Allocation)	Implementation	Y		Res. Allocation	Historical	Banking	Nationalised Bank	All India
9	Mein Kamph (A)	Implementation	Y		HRD	-do-	Manufacturing	PSU	-do-
10	Mein Kamph (B)	-do-	Y		HRD	-do-			-do-
11	First National Bank	-do-	Y	Y	Structu & Cost	-do-	Banking	Nationalised Bank	-do-
12	Bombay Bank (A)	Formulation & Implementation			Strategic Coherence	Historical	Banking	Nationalised Bank	-do-
13	Scoters India (A)	-do-	Y	Y	Tech & Fin	-do-	Scooter/2w manufacturing	PSU	-do-
14	Scoters India (B)	-do-	Y	Y	Mktg	-do-			-do-
15	Scoters India (C)	-do-	Y	Y	Oper & Proj Mgt	-do-			-do-
16	Scoters India (D)	-do-	Y	Y	Strategic Coherence	-do-	Electrical Engg.	PSU	-do-
17	Apollo Hospital Enterprise Ltd.	Formulation & Implementation	Y	Y	Strategic Coherence	-do-	Hospital	Private Sector	-do-
18	Central Institute of Medicinal and Aromatic Plants (Case on Planning & Control)	Formulation				Issue	R & D	Government	-do-
19	The Molehill (Case on scheduling under multiple constraints)	Implementation			HR & Scheduling	Historical	Academic	Autonomous	-do-
20	Vindhya Matsya Vikas Nigam Ltd.	Formulation				Issue	Fisheries	State PSU	U.P.
21	Parc Tauli Consortium Hospital (A)	Formulation & Implementation	Y	Y	Strategic Coherence	Historical	Hospital	Private	Spain
22	Parc Tauli Consortium Hospital (B)		Y	Y	Strategic Coherence				-do-
23	Parc Tauli Consortium Hospital (C)		Y	Y	Strategic Coherence				-do-
24	Suman Industries Ltd.	-do-			International	-do-	Diversified	Private Sector	Multinational
25	Growth Pharm. Ltd.	-do-			International	-do-	Pharmaceutical	Private Sector	Multinational
26	Surprise Institute of Technology (Case on Organisation Diagnosis) @	Implementation	Y		Org. Diagnosis	Historical	Education	Autonomous	All India
27	Kaiserganj Railway Workshop (Case on Transformation),(Co-authored)	Implementation	Y		HR/ IR	-do-	Mfg	Government	-do-
28	Bharat Latex Ltd. (Case on Corporate Strategy)	Formulation				Issue	Mfg	PSU	-do-
29	To Run or to Closed Down (Case on Survival Strategy for a Group of Sugar Mills) @	Formulation	Y		Operations	-do-	Sugar	State PSU	U.P.
30	Is Small Beautiful (A)? (Challenges to a new leader in public sector institution)	-do-			Stakeholders & Leadership	-do-	Academic	Autonomous	All India
31	Is Small Beautiful (B)? (Challenges to a new leader in public sector institution)	-do-			Stakeholders & Leadership	-do-	Academic	Autonomous	-do-
32	Is Small Beautiful (C)? (Project Management as Road block in Strategy Implementation)	Formulation & Implementation	Y		Creativity/ Proj Mgt	Historical	Academic	Autonomous	-do-
33	Is Small Beautiful (D)? (Leveraging Delays in Project Management)	-do-	Y		Creativity/ Proj Mgt	-do-	Academic	Autonomous	-do-
34	Is Small Beautiful (E)? (Strategy Implementation)	-do-	Y		Strategic Coherence	-do-	Academic	Autonomous	-do-
35	Is Small Beautiful (F)? (Strike- Managing by heart)	Implementation	Y		IR	-do-	Academic	Autonomous	-do-

Sl. No.	Case Title	Focus on Strategy	Involves Mgt of Change Mgt issues	Enhancin g Integrative Thinking	Stratgy Interface with	Type of Case	Business/ Products/ Service	Ownership	Geog. Area of Operations/ Coverage
36	Is Small Beautiful (G)? (Containing faculty politics)	-do-			Politics	-do-	Academic	Autonomous	-do-
37	Is Small Beautiful (H)? (How to improve infrastrurture asset utilisation)	Formulation & Implementation	Y		Creativity/ Proj Mgt	-do-	Academic	Autonomous	-do-
38	The Fun of Case Writing (A) (Growth is not such a difficult task)	-do-		Y	Leadership & Creative Problem Solving	-do-	Academic	Autonomous	-do-
39	The Fun of Case Writing (B) (Tasks, Complexities and Challenges in Strategy Implementation)	-do-	Y	Y	Creative Problem Solving	-do-	Academic	Autonomous	-do-
40	The Power of Check Listing (How we miss the opportunities)	Implementation	Y		Weaving & Losing Opportunities	-do-	Academic	Autonomous	-do-
41	Do We Matter? (Management Perspective and Change)	-do-	Y	Y	Weaving Opportunities	-do-	Electricity	PSU	U.P.
42	The Essence of Case Writing (Why things don't happen)	-do-	Y		Governance	-do-	Academic	Autonomous	All India
43	The Time Estimates (Project Management in Backyard)	-do-	Y	Y	Proj Mgt	-do-	Academic	Autonomous	-do-
44	The Power of Interior Design (Innovation in Strategy Formulation and Implementation)	Formulation & Implementation	Y	Y	Leadership & Creative Problem Solving	-do-	Academic	Autonomous	-do-
45	Institute of Information Technology (Problem of Portfolio Management and Implementation)	Formulation & Implementation	Y		Fin & Portfolio	Issue	Academic	Autonomous	-do-
46	U.P. State Tourism Development Corprn.	Formulation		Y	Strategic Coherence	-do-	Tourism	State PSU	All India
47	Vindhya Pradesh Forest Corporation	Implementation	Y		Control Syst	Issue	Forest Products	State PSU	U.P.
48	City Montessori School	Implementation	Y		Leadership	-do-	Education	Private Sector	U.P.
49	Industrial Toxicological Research Centre (Problems in Strategy Formulation)\$	Formulation			Issue	Issue	R & D	Government	All India
50	Rewards Galore (Case on Incentive System and Leadership)	Implementation	Y	Y	HR & Governance	Historical	Academic	Autonomous	-do-
51	Promoting Excellence (A) (Case on Management of Academic Personnel)	-do-	Y		HR & Governance	Issue	Academic	Autonomous	-do-
52	The Research Incentives (How to discourage through policies)	-do-	Y		HR & Governance	Historical	Academic	Autonomous	-do-
53	Academic Resource Park (How do we miss opportunities)	-do-	Y		HR & Governance	-do-	Academic	Autonomous	-do-
54	The Management Case Tree (Advantages of Surviving through Collaboration)	-do-	Y	Y	Weaving & Losing Opportunities	-do-	Academic	Autonomous	-do-
55	Surprise Institute of Management (C) (Making simple things complex- Focusing on Irrelevant)	-do-	Y		Governance	-do-	Academic	Autonomous	-do-
56	Surprise Institute of Management (D) (Making simple things complex- Focusing on Irrelevant)	-do-	Y		Governance	-do-	Academic	Autonomous	-do-
57	Whom do we follow? (How to be follower than leader institution)	-do-	Y		Leadership	Issue	Academic	Autonomous	-do-
58	Creation of a Computer Centre for Training	Implementation	Y	Y	Weaving Opportunities	Historical	Banking	Nationalised Bank	-do-
59	Kingfisher Airline	Formulation & Implementation	Y	Y	Strategic Coherence	-do-	Aviation	Private Sector	All India
60	Power of a Missed Meal (Strike- Managing by heart)	Implementation	Y		IR & Leadership	-do-	Academic	Nationalised Bank	Kerala
61	Promoting Excellence (B)	-do-	Y		HR & Governance	-do-	Academic		
62	The Popat	-do-			Social Resp	-do-			
63	Adani Enterprise Ltd.	Formulation & Implementation	Y		Strategic Coherence	Historical	Diversified	Private Sector	Multinational
64	Is Small Beautiful (I)? (Diversification- There is room for every player)	Formulation & Implementation	Y		Strategic Coherence	-do-	Academic		All India
65	The Thieves	-do-			Social Resp	-do-			
66	BCDF	Formulation			Env	Historical	Dairy Products	Cooperative	U.P.
67	U.P. State Bridge Corpn.	-do-			Env	-do-	Construction	State PSU	-do-
68	Short Stories on Case Writings	New Learnings	Y		HRD	-do-			