



STRATEGIC MANAGEMENT SUMMER SCHOOL INTRODUCTION

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WHAT YOU WILL LEARN

**LECTURES + SEMINARS
| STUDY GROUP
(EXAM PREPARATION)
| GROUP ASSIGNMENT**



Introductions + Expectations

Activity: In Pairs



Introduce yourself to each other

Think about :

Why have you chosen this module?

What are your expectations from the Strategic Management module?

Be prepared to report back and introduce your partner to the whole group

Road Map



Strategy	Strategy Implementation	Group/ Team skills	Management Skills
What is Strategy?	Managing Strategic Change Sustainability CSR ESG	Visualization + Rich Pictures	Building Rapport + Relationship Forming + Collaboration skills
External Environment: macro context for businesses + Industry Environment	Getting your Ideas Heard: Negotiation Skills Why Diversity Matters [These are central to each element of strategy]		
Competitive Strategies (Single Businesses)	Internal Environment: Resources and Capabilities		
Corporate Strategy (multi-business firms)	Parenting Advantage Supply Chains		
Innovation & Growth	Cross-Functional Teams Innovation Value Chains	Thinking Like an Artist	
Internationalization process: Crossing Borders	Working across Cultures		Cultural Competence

Week 1

Date	10.00-12.00	13.00-15.00 [incl. Seminar Group]
Sun 14/7		
Mon 15/7 Harminder Singh		Introductory lecture: What is Strategy? [HS]
Tues 16/7 Denise Kendry	The External Environment I: macro-environmental trends and how they impact business [PR]	The External Environment I/ contd.
Weds 17/7 Denise Kendry	The Competitive Environment and Competitive Strategies	The Competitive Environment/contd.
Thurs 18/7 Patrick Reid	The Internal Environment: Effective use of our resources and capabilities to implement strategy	The Internal Environment/ contd.
Fri 19/7 Patrick Reid	Corporate Strategy: Headquarters role and how to add value in a multi-business setting	Corporate Strategy/ contd

**16:00-17:00
Study Group**

**16:00-17:00
Study Group**

Week 2

Date	10.00-12.00	13.00-15.00 [incl. Seminar Group]
Mon 22/7 Patrick Reid	International Business: The internationalisation process	International Business/ contd.
Tues 23/7 Patrick Reid	Sustainability: Corporate Social Responsibility (CSR) & Environmental, Social and Corporate Governance (ESG)	Sustainability/ contd.
Thurs 25/7 Harminder Singh	Getting your idea heard: Developing your negotiation skills	Getting your idea heard / contd.
Fri 26/7 Harminder Singh	Implementing Strategy: Managing Strategic Change	Implementing Strategy/ contd.

16:00-17:00
Study Group

16:00-17:00
Study Group

Week 3

Date	10.00-12.00	13.00-15.00 [incl. Seminar Group]
Mon 29/7 Patrick Reid	Innovation and Growth	Innovation and Growth/ contd.
Tues 30/7 Harminder Singh	Strategic Management & Thinking like an Artist	Visualisation in Management: Rich Pictures
Wed 31/7 Harminder Singh	Strategy & Why diversity matters	Management skills in the modern world
Thurs 1/8 Harminder Singh & Patrick Reid	Group Presentation (20%) [10:00-12.00]	13:00-14:00 Study Group
Fri 2/8 Harminder Singh	Exam (80%) [10:30 -13:00]	

16:00-17:00
Study Group



Enhancing
Our
Learning

THE WARWICK WAY OF EDUCATION

The Anatomy of Learning

Teaching	You	Inter-relationships
Before Teaching	Read the Readings	Help maximise engagement in-class
In-class	“Listening is engagement too”	“Meet” the lecturer – be active not passive. How do the teachings fit in with your experience
Activities	Be brave – there is no single ‘right’ answer	Listen and learn from others Share your experiences
Study Group	Applying your knowledge to last year’s exam questions	Preparation for the actual exam: going into the exam both alert and relaxed
Your own study	Integrate learning with you as a whole person	-what was experienced? --what knowledge was gained? ...question your assumptions

Activity: In small groups
What is this article
telling us about strategic
management?

[Global investment banks cut jobs in China retreat \(ft.com\)](https://www.ft.com/content/2023/08/02/global-investment-banks-cut-jobs-in-china-retreat)

Banks eliminated more than 60,000 jobs worldwide in 2023, as a decline in dealmaking and public listings caused fees to plummet. The declines in China contrast with earlier hopes that their business in the country would continue to grow even if it slowed elsewhere.

Jamie Dimon, chief executive of JPMorgan, said at a conference in May that part of its investment banking business in China had “fallen off a cliff”.

Some banks “are running out of patience when the opportunities in India, south-east Asia and the US are looking more promising”, he said.

International financial groups have been able to take full control of their mainland securities houses since a wave of regulatory changes in 2020. The China’s capital markets activity has slowed in a weaker economy dominated by a prolonged property slowdown and the fallout from rising geopolitical tension between Washington and Beijing.

Global investment banks cut jobs in China retreat

Wall Street and European groups scaled back in 2023 in ‘challenging’ environment





WAYS OF SEEING & OBSERVING

Phenomenology

What do our senses tell us?

How do we use evidence/data?

What do we do with incomplete information (Make assumptions)

What if our conclusions are probable and contingent...

There is no single right answer

Strategic Management is the... ... Application of Social Science theory



Qualitative Research

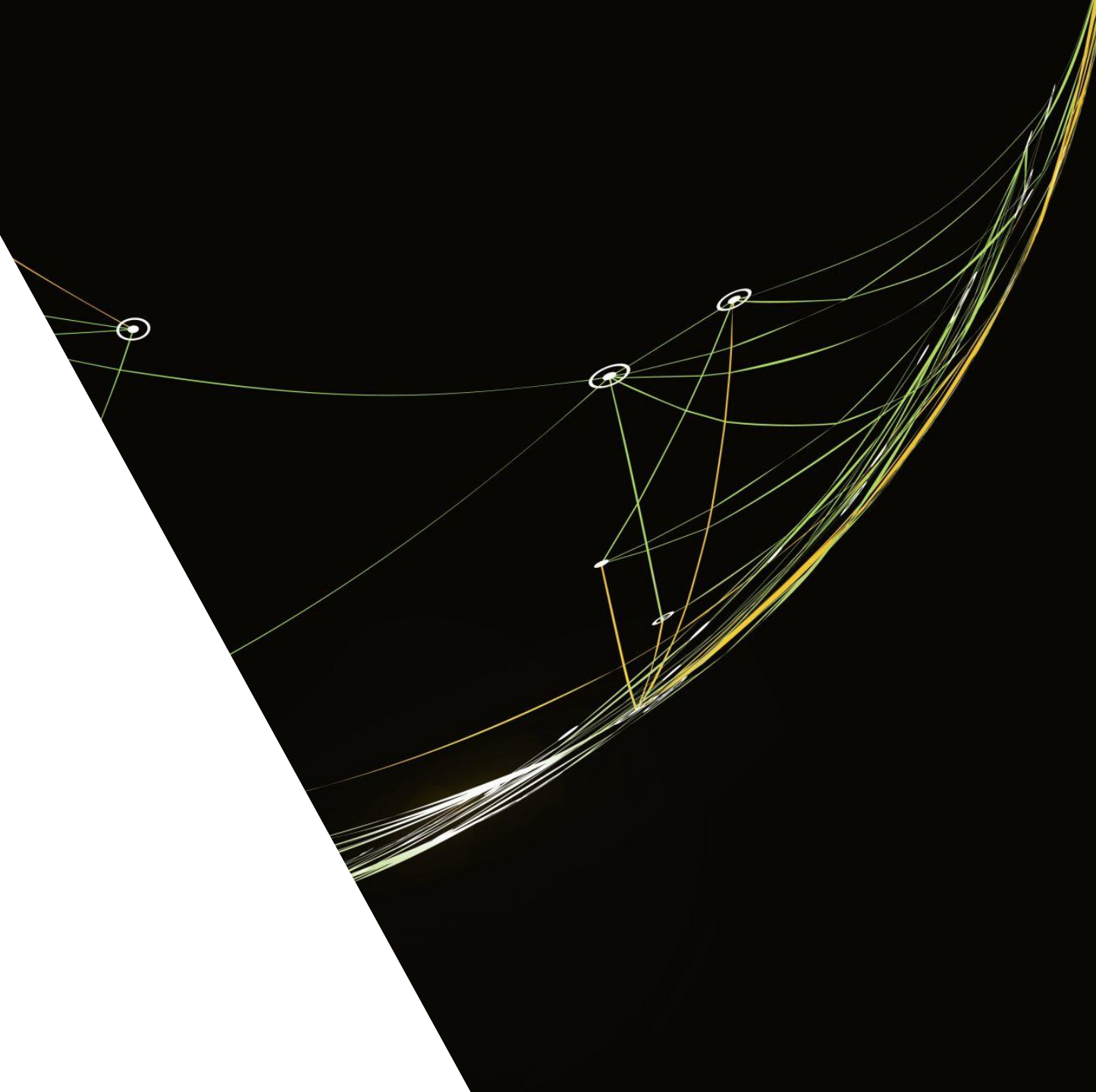
Giving meaning to what we observe...our interpretation of the facts

Practical implications:

“So, what...does it mean for the industry/ firm/ leaders/
managers



THE GROUP ASSIGNMENT: WORKING TOGETHER



The Educational Space



Learning from the teachers (listening | asking questions)

Learning from each other (in-class activities | listening | sharing | supporting)

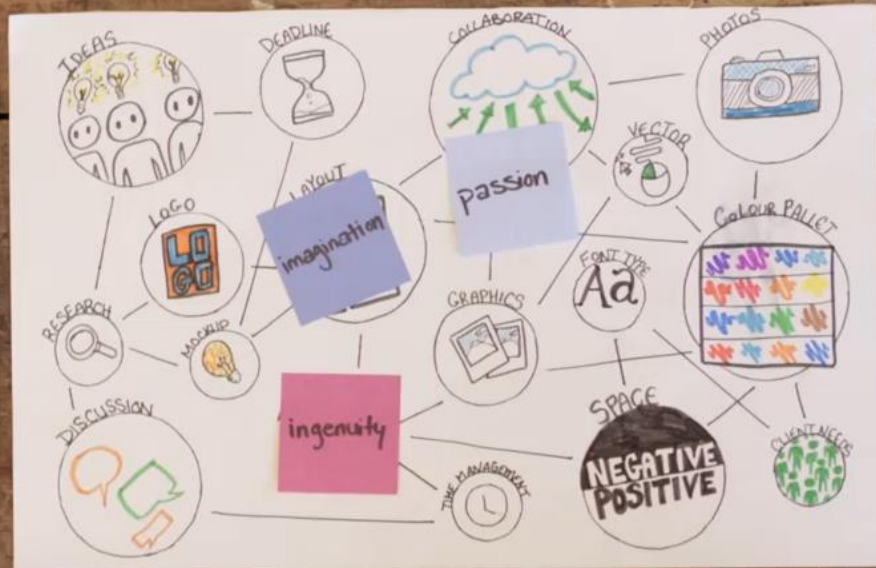
Learning from research (readings)

Learning from doing (group assignment)

GROUND RULES FOR GROUPWORK

Activity: Get into your group and set out the rules of the group.

Tip: start with a discussion on what behaviours show respect



Ground Rules for Team Creativity & Productivity



Ground Rule	Role of Manager	Implication for Team member
1. 'Working <i>and</i> playing'	No Evaluation of 'play' relevant- 'good' or 'bad' are unhelpful terms A senior manager involved in the team may inhibit play.	Play is similar to experimenting . Start with those aspects that you find interesting
2. 'Shared ongoing process of change through exchange'	Emphasise the collective nature of creativity	Share ideas Invite team members to critique Give specific and relevant comments to the ideas of others
3. Be respectful and 'recognise the rights of others to be heard'	Encourage dissent Enable minority views How to deal with conflict	Do not inhibit or erect barriers for others.
4. A culture of sharing	Ensure that mechanisms for capturing knowledge exists	Creates a kind of 'shared and evolving consciousness' [Morris] Occurs informally e.g., 'strategic conversations' and other social situations

Take-away

What have you learnt

Share information needed to make decisions

Accept others input

Provide constructive feedback to followers