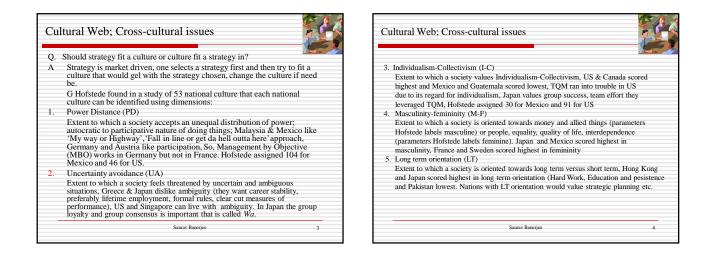
Stra	tegy implementation 2	
	le - III Enabling Success: Managing People; Learning Organization; Cultural Web rross-cultural issues,), ;
Kefer	ences & readings: 1.Concepts in Strategic Management & Business Policy, Thomas L Wheelen, J David Hunger & Krish Rangarajan, 9th Ed, Pearson Education 2. Strategic Management – Concepts & Cases, Fred R David, 12th Ed, PHI 3. Strategic Management, Colin White, Palgrave Macmillan, 2007 4. Strategic Management – Formulation, Implementation & Control, John A Pearce, Richard B Robinson, Amita Mital, TMH, 10th Edition.	
	Saurav Banerjee	1

	ess: Managing People; Learning O		
transferrin and insigh Knowledg than perso CEO is sa Characteri > Solvin > Exper > Learn compo > Trans organ	Organization: an organization skil g knowledge, modifying its behav it. This is organization learning ra ge, & skills inculcated in systems a toked, long live the CEO! istics of learning organization ng problems systematically rimenting with new approaches ing from their own experiences as etitors, vendors and customers ferring knowledge quickly and effiziation G are few learning organization	vior to reflect new knowledge ther than individual learning. and processes and people rather ble but organizations go on, the Things to do: Read 'Building a learning organization' by D A Garvin, HBR (July / August 1993) pg 80 s well as others including	
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Cultural Web; Cross-cultural issues
A thrifty and frugal culture, a la Indian (<i>Jugaad</i> Technology – getting things done by hook or crook, bending rules)or Chinese, is ideally suitable for cost cutting strategy. Taking initiative, challenging status quo, exhibiting creativity, embracing change and being a team player promoting creative collaboration are suitable for differentiation Product innovation and technological leadership strategy
 Things to do: Read 1. 'Cultural Differences create implementation problems in merger' by R A Frank & T M Burton, cited in Wheelen, Hunger & Rangarajan pg 214 2. "You say Tomato", Lalita Khosla, Forbes(May 21 2001): 36, cited in American versus Foreign Communications Differences, Fred R David Strategic management, PHI, 12 Ed., pg 252
Saurav Banerjee 5

Cu	Iltural Web; Cross-cultural issues
	Diverse workforce and its benefits Bob Marley sang Rainbow Country and it pays to do just that in one's workforce. Toyota has committed \$8 billion over 10 years to diversify its workforce Some benefits as per a WSJ (Corporate Downsizing does not deter search for diversity, Julie Barnett, Oct 23, 2001, Wall Street Journal, B 18) article Improves corporate culture Inproves comployee morale Higher retention Easier recruitment of new employees Decreases complaints and lifigation Increases creativity Decreases interpersonal conflicts between employees Enabler for moving into emerging markets Improves client relation Increases productivity Improves bottomline Maximizes brand identity Reduces training costs
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Sayin' it and livin'it – innovation is in ou	r DNA
 AT&T – "We believe innovation is the engine that will growing. Our culture embraces creativity, seeks differ risks pursuing new opportunities. We create and rapit technology into products and services, constantly sea to make technology useful to customers" 	erent perspectives and idly convert
 General Mills – "Innovation is the principal driver of g among our competitors, we must constantly challeng willing to experimentOur motivation system will successful risk taking, while not penalizing an innov work" 	the status quo and be strongly reward
 Gerber – "(The mission will be achieved by) investing and body of knowledge, innovation, and research in nutrition, care, and development" Gillette – "We will invest in master the key technologi 	the areas of infant
 Ghette – we will invest in inset the key technologi success" Hallmark – "(We believe) that creativity and quality –i products and services are essential to our success" 	•••
Saurav Bancrjee	7

 Mission statements with innovation embedded in 6. Intel – "To succeed we must maintain our innovative environment. We st to embrace change, challenge the status quo, listen to all ideas and viewpoints, encourage and reward informed risk taking, and learn from successes and mistakes" 7. Merck – "We are dedicated to achieving the highest level of scientific excellence and commit our research to maintain human health and improving quality of life" 	
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An overview of: Leadership		
Traditional, dynastic, family tree, loyalty factor		
Charismatic – Che Guevara. Fidel Castro,		
Gandhi, Jailalitha, Anna Hazare		
Succession planning is suspect		
Bureaucratic – power due to position, IAS or govt officials with strong mandate (EC during elections)		
Dictatorial (oppresive autocratic)		
Benevolent Dictatorship		
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