



**Dr. V. N. Bedekar Institute of Management Studies, Thane**  
**Teaching Plan (MMS / PGDM)**  
**Academic Year (2014-15)**

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**Programme:** MMS / PGDM

**Name of the Course:** Technology Competition and Strategy

**Maximum marks:** 100 **No. of Sessions:** 15

**Name of the Faculty:** Akshay, Vyahare

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**Weblink:**

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**Learning Objectives:**

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**Reference Books:**

Managing Technology and Innovation for Competitive Advantage, V K Narayanan, Pearson Education, 2009 Edition.

Technology Management – Text and International Cases, Norma Harrison and Danny Samson, MGH

Strategic Management of Technology & Innovation, Robert A Burgelman, Modesto A Maidique, Steven C Wheelwright, MGH International Edition.

Management of Technology – The Key to Competitiveness and Wealth

Technology & Business Strategy – An Introduction, Edited by Prashanta Kumar Banerjea, ICFAI

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**Plan:**

Session No	Topics to be covered	Pedagogy	Remark
1	Technology & Competition: Competitive Domains,	Lecture/Slides/Cases	



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	Competitive Consequences of Technological Change – Creation of New Products, Changes in the Value Chain, Changes in the Value Constellation, Competitive Rivalry.		
2	Technological Characteristics of Competitive Domains – Technological Opportunity, Appropriability, Resource Requirements, Collateral Assets, Institutional Milieu, Speed.	Lecture/Slides/Cases	
3	Dynamics of Change in the Competitive Domain – Technology Emergence Phase, Incremental Change Phase. Framework for Analysis of Technology Emergence, Influence of Environmental trends on competition.	Lecture/Slides/Cases	
4	Technology as critical to Business Outcomes – Technology Strategy	Lecture/Slides/Cases	



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	and Technology Leadership		
5	Technology Intelligence: Signals of New Technology, What is Technology Intelligence, Importance of Technology Intelligence, Levels of Technology Intelligence, External versus Internal Technology Intelligence.	Lecture/Slides/Cases	
6	Mapping the Technology Environment – Steps in Mapping, Mapping the Macrolevel and Industry Level Environment. Mechanisms for Data Collection – Challenges, Organizational Arrangements and Key Principles for Data Collection	Lecture/Slides/Cases	
7	Business Strategy and Technology Strategy: Business Strategy , Strategic Analysis and Decision Making using Product Evaluation Matrix, Market-Growth-Market-	Lecture/Slides/Cases	



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	<p>Share Analysis Matrix, X-Y</p> <p>Coordinating Method, M-by-N</p> <p>Matrix, SWOT Matrix,</p> <p>Formulation of Technology</p> <p>Strategy, Core Competencies,</p> <p>Exploitation of Core</p> <p>Competencies, Integration,</p> <p>Linking Technology &amp; Business</p> <p>Strategies, Creating the Product-</p> <p>Technology-Business Connection.</p>		
8	<p>Technology's Interface with –</p> <p>Market, Customers and Suppliers.</p> <p>CustomerSupplier and Product-</p> <p>User relationships.</p>	Lecture/Slides/Cases	
9	<p>Technology Strategy Choice:</p> <p>Technology – Business</p> <p>Connection, Domains of</p> <p>Technology Choice, Linkages</p> <p>between Technology Choice and</p> <p>Competitive Advantage,</p> <p>Technology Strategy Definition,</p> <p>Role of Chief Technology Officer,</p>	Lecture/Slides/Cases	



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	<p>Key principles underlying Technology Strategy – Objectives, Drivers, Decision criteria.</p> <p>Technology Strategy Types – Appropriateness of the Technology Strategy Types, Diversified Firms, A Framework for formulating Technology Strategy – Strategic Diagnosis, Formulation of Technology Strategy, Crafting and Implementation Approach, Execution.</p>		
10	<p>Technology Strategy – Superior Performance Characteristics.</p> <p>Accountability to Shareholders, Government and Other Stakeholders/ Performance Measurement.</p>	Lecture/Slides/Cases	
11	<p>Technology Strategy – Collaborative Mode: Collaborative Arrangements – Definitions, Trends, R&amp;D Alliances, Marketing</p>	Lecture/Slides/Cases	



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	<p>Alliances, Outsourcing Alliances, Collaboration between small and large firms, Strategic and Operational. Reasons for Collaborative Arrangements.</p> <p>Collaborative Arrangements in the domain of Technology Strategy – Appropriation of technology, Deployment of technology in New Products, Deployment of technology in the Value Chain, Marketing of technology.</p>		
12	<p>Risks of Collaborative Activity – Intellectual Property. Right Risk, Competitive Risk, Organizational Risk. Cases on R &amp; D. Collaborations, Global Technology Alliances. The form of Collaborative Arrangement</p>	Lecture/Slides/Cases	
13	Case Studies and Presentations	Lecture/Slides/Cases	



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**Evaluation:**

**I) Internal:**

<b>Component</b>	<b>Details</b>	<b>Marks</b>
Class Test		
Presentation, Assignment etc.		
Class Participation		
Student Conduct		

**Signature of Faculty**

**Signature of Co-ordinator**