

# Telecommunications management and strategy

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## Introduction

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## Objectives

- The formulation and analysis of corporate strategy
- Familiarity with principal concepts and techniques
- Experience in applying these
- Develop an understanding of the interaction between technology, regulation, markets and strategy
- Integration with other courses
- Improve your communication skills

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## Course structure

- Corporate strategy
- Regulation, technology and strategy – the telecommunications industry
- ICTs and corporate strategy

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## Assignments

- In groups/syndicates/teams (3 x 25%):
  - corporate strategy assignment
  - telecommunications industry assignment
  - building an information business
- Individually (5 x 5%):
  - case-study write-ups

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## Corporate strategy assignment

- Select an organization of interest to your group
- Strategic analysis of the chosen organization:
  1. A description of the business "landscape" on which the organisation competes
  2. An assessment of its competitive position on that "landscape"
  3. Possible strategies (defensive, offensive and multi-business)
  4. Conclusions
- Presentation of not more than fifteen minutes with slides (with handout notes)
- Five minutes will be available for questions and answers
- One slide by 20 March describing:
  - the organisation to be analysed
  - the issues you expect to encounter
- Six slides covering parts 1 and 2 (by 25 March)
- Six slides covering part 3 (by 31 March)
- Two slides covering part 4 (by 7 April)
- Presentations on 10 April 2006

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## Telecom industry assignment

- Similar to corporate strategy, the team should select:
  - an operator or
  - service provider or
  - manufacturer of ICT equipment
- Presentation of not more than fifteen minutes with slides (with handout notes)
- Five minutes for questions and answers from class members
- One slide by 31 March describing the:
  - organisation to be analysed
  - the issues expected to be encountered
- Six slides covering parts 1 and 2 (by class 5)
- Six slides covering part 3 (by class 10)
- Two slides covering part 4 (by class 12)
- Presentations on 24 April 2006

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## Building an information business

- The project is to create an information-based business
- The delivery platform for your new product or service should be a network or networks of your choice. You can re-package existing or propose new products and services
- A presentation of not more than fifteen minutes with appropriate use of presentation or multimedia software
- Five minutes will be available for questions and answers
- Your report should identify:
  - the customer group (its unmet needs and wants)
  - the features of the product or service that will provide for those needs and wants
  - the business plan should provide sufficient financial details to allow a venture capitalist to consider whether to have an initial meeting with your team.
- Evaluation criteria will include:
  - creativity of the underlying service
  - evidence supporting the potential of the products and/or service
  - feasibility
  - professional quality of the presentation
  - effective use of the chosen media
- Presentations on 8 May 2006

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## Materials

- Strategy texts:
  - Robert Grant (2005) "Contemporary strategy analysis" Fifth Edition, Blackwell Publishers, Oxford.
  - Robert Grant (2005) "Cases to accompany contemporary strategy analysis" Fifth Edition, Blackwell Publishers, Oxford.
- On-line materials
  - Many links provided on the syllabus pages

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