“STRATEGIC MANAGEMENT APPROACHES OF INDIAN COMPANIES”

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ABSTRACT
Strategy is considered to be a detailed plan for a business in achieving success. Managers employ strategy to achieve result. Strategic management practices and organization performance in small business enterprises {SBEs} goes together, but most Small business enterprises place less emphasis on making effective strategy for improved performance. Corporate strategy questions relating to the appropriate measures of performance, the rate of growth and extent of diversification, and the ways to mobilize resources and develop requisite competencies are of current and high importance to Indian organizations. In the coming decade, they need to adopt rigorous and appropriate corporate strategy approaches as they face a complex, fast changing, and globalizing business environment. Based on an assessment of the frameworks, corporate strategy is considered as a response to imperatives in the evolutionary and emerging contexts and the perspective of the coming decade is taken to explore the Indian business situation. In the following paper strategic management of various Indian companies has been explained.

KEY WORDS: Corporate Strategy, Investment, Strategic Management, Competencies, SWOT, Strategic planning etc.

INTRODUCTION
In ancient Greek, the word strathgia meant the art of carrying out a military campaign. If we split the word, stratos (from Greek στρατός) means „army” or “war” and ago would mean “to manage”. There are quite a few books written exploring the art of war management during the ancient and medieval times and researchers of today find couple of similar principles in strategic planning nowadays and in earlier history. However, strategic planning as we know it nowadays is considered to be developed starting the mid 1950ies when first books on modern strategic planning and strategic thinking were published. Among the first authors, the fathers of strategic planning several are to be named – Alfred Chandler (1918 – 2007), professor of business history in Harvard Business School in United States, Philip Selznick (1919 – 2010), professor of law and society at the University of California in United States, Igor Ansoff (1918 – 2002), Russian American applied mathematician and business manager, and Peter Drucker (1909 – 2005), professor at the New York University in United States. Alfred Chandler published his classic business book “Strategy and Structure” in 1962 in which he argued that all successful companies must have a structure that matches their strategy rather than the other way round as many had assumed until then. He based his theory on an extensive study of large American corporations between the years 1850 and 1920 – corporations such as Du Pont, General Motors and Sears, Roebuck. It was a time when businesses were developing from single-unit, centrally managed operations into umbrella-type structures where a number of comparatively autonomous units shared certain overheads, in particular the strategic planning function (The Economist, 2009). Philip Selznick initiated the idea about interrelation of organization’s internal factors with elements of external environment that was described in his work „Foundations of the Theory of Organization” (Selznick, 1948). The essence of this idea nowadays is formed as strictly imprescriptible element of strategic planning – the SWOT analyses (strengths, weaknesses, opportunities and threats), where the organization’s strengths and weaknesses are analysed within the context of organization’s opportunities and risks of external business environment (Selznick, 1957). Igor Ansoff invented so called “gap analyses” that was described in one of his first books „Corporate strategy” in 1969. When these two points are clearly set and formulated a plan of the gap
reduction can be developed (Ansoff, 1969; The Economist 2008). Peter Drucker emphasized the necessity of organization’s objectives and goals. An organization without the objective he compared to a ship without steering wheel. In 1954 he published the book „Practice of Management” which later turned out to form the theory of objective management MBO “management by objectives”. The essence of MBO is participative goal setting and according to Drucker the goal setting within the organization must be integral and widespread across all levels of organization’s hierarchy. Ideally, when employees themselves have been involved with the goal setting and choosing the course of action to be followed by them, they are more likely to fulfil their responsibilities. The other major contribution from Drucker that is becoming more and more important in nowadays organizational management is the role of intellectual capital. He advocated that intellectual work is not hierarchical; within the team work more knowledgeable team member for a specific task will always be an informal interim leader, regardless of the structure of the hierarchy (Drucker, 1954). Later, in the second half of 20th century, another well-known academic appeared who writes about strategy and organizational management Henry Mintzberg (born in 1939), professor of Management Studies McGill University in Montreal, Canada. He initiated some critics towards strategic planning arguing that the label „strategic planning” should be dropped because strategic planning has impeded strategic thinking (Planning Skills, 2012). Sudesh Kumar, Dr.BimalAnjum and Dr.SumanNayyar, 2012 The study deals on financial decision in pharmaceutical industry in India through cost analysis. The study to measure the efficiency of capital structure on cost analysis. Secondary data collected from annual report of industry in CIPLA Ltd, Auribindo pharma, Cardila Health Care Ltd using which determine cost analysis with help of trend analysis to identify the cost of capital structure. The study concluded that cost of capital little impact of the pharmaceutical industry. He concludes that strategic planning often fails because it is not the same as strategic thinking. Planning is about analysis – about breaking a goal into steps, formalizing those steps, and articulating the expected consequences. Strategic thinking, in contrast, is about synthesis. According to a joint initiative of the Organisation for Economic Cooperation and Development (OECD) and the European Union (EU) the strategic planning system at central public administration level nowadays consists of two main components – management component and budget component. The strategic management component generally consists of mandate (statement of mission), vision, values, internal and external environment analysis, medium term priorities, and directions of activities, monitoring, and evaluation, reporting, while the budget component consists of current situation analysis, objectives, results and performance indicators of the budget programs, funding programmes. A strategic plan of state institution is management and a budgetary planning document which assure medium term planning for central public administration institutions. It refers to the public policies under the competence of the institution and it offers a clear image of policies, commitments and measures that will be promoted at the institution level, but it is not a public policy document itself. A strategic plan of state institution supports the shift from a resources oriented management to a results based management (Dinu, 2007). Scholars and practitioners have been interested in strategic planning and management in the public sector for well over two decades (Bryson, 1988; Eadie, 1983; Ring, Perry, 1985). Studies found that linking the strategic plan to the budget, using the strategic plan to drive the organization’s overall performance management system (Poister, Strreib, 2005; Poister, Van Slyke, 2002), and using performance measures to monitor the progress of strategic initiatives (Hendrick, 2003; Poister, Streib, 2005) leads to better outcomes (Poister, Pitts, Edwards, 2010). Even though strategic planning has been used in various public sector agencies for more than 20 years, not much is known about its effectiveness (Poister, Streib, 2004).

THE COMPANY’S STRATEGY HAS TO GIVE ANSWERS TO THE FOLLOWING QUESTIONS:

1) How to meet and fulfil customer needs?
2) How to get ahead of the competition?
3) How to expand the market?
4) How to improve the internal environment of the enterprise and organize the structure?

**STRATEGIC MANAGEMENT FOR COMPETITIVE ADVANTAGE**

For the better part of a decade, strategy has been a business buzzword. Top executives ponder strategic objectives and missions. Managers down the line rough out product/market strategies. Functional chiefs lay out “strategies” for everything from R&D to raw-materials sourcing and distributor relations. Mere planning has lost its glamor; the planners have all turned into strategists. All this may have blurred the concept of strategy, but it has also helped to shift the attention of managers from the technicalities of the planning process to substantive issues affecting the long-term well-being of their enterprises. Signs that a real change has been taking place in business’ planning focus have been visible for some time in the performance of some large, complex multinational corporations—General Electric, Northern Telecom, Mitsubishi Heavy Industries, and Siemens A.G., to name four.

The four-phase model evolution we shall be describing has already proved useful in evaluating corporate planning systems and processes and for indicating ways of improving their effectiveness.

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**Exhibit Four Phases in the Evolution of Formal Strategic Planning**

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<tr>
<th>Phase I</th>
<th>Phase II</th>
<th>Phase III</th>
<th>Phase IV</th>
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**Phase I: Basic Financial Planning** Most companies trace the origins of a formal planning system to the annual budgeting process where everything is reduced to a financial problem. Procedures develop to forecast revenue, costs, and capital needs and to identify limits for expense budgets on an annual basis. Information systems report on functional performance as compared with budgetary targets. Companies in Phase I often display powerful business strategies, but they are rarely formalized. Instead, they exist. The only concrete indication that a business strategy exists may be a projected earnings growth rate, occasionally qualified by certain debt/equity targets or other explicit financial objectives.

**Phase II: Forecast-based Planning** The complexities of most large enterprises, however, demand more explicit documentation of the implicitly understood strategies of Phase I. The number of products and markets served, the degree of technological sophistication required, and the complex
economic systems involved far exceed the intellectual grasp of any one manager. The shoe usually pinches first in financial planning. As treasurers struggle to estimate capital needs and trade off alternative financing plans, they and their staffs extrapolate past trends and try to foresee the future impact of political, economic, and social forces. Thus begins a second phase, forecast-based planning. Most long-range or strategic planning today is a Phase II system.

**Phase III: Externally Oriented Planning** In an environment of rapid change, events can render market forecasts obsolete almost overnight. Having repeatedly experienced such frustrations, planners begin to lose their faith in forecasting and instead try to understand the basic marketplace phenomena driving change. The result is often a new grasp of the key determinants of business success and a new level of planning effectiveness, Phase III. In this phase, resource allocation is both dynamic and creative. The Phase III planners now look for opportunities to “shift the dot” of a business on a portfolio matrix into a more attractive sector, either by developing new business capabilities or by redefining the market to better fit their companies’ strengths. A Japanese conglomerate with an underutilized steel-fabricating capacity in its shipyard and a faltering high-rise concrete smokestack business combined them into a successful pollution control venture.

**Phase IV: Strategic Management** Phase IV joins strategic planning and management in a single process. Only a few companies that we studied are clearly managed strategically, and all of them are multinational, diversified manufacturing corporations. The challenge of planning for the needs of hundreds of different and rapidly evolving businesses, serving thousands of product/markets in dozens of distinct national environments, has pushed them to generate sophisticated, uniquely effective planning techniques. However, it is not so much planning technique that sets these organizations apart, but rather the thoroughness with which management links strategic planning to operational decision making.

**FINANCIAL STRATEGIC OBJECTIVES**
- Financial Growth: To exceed $10 million in the next ten years.
- Financial Growth: To increase revenue by 10% annually.
- Financial Efficiency: To decrease expenses by 5%.

**CUSTOMER/CONSTITUENT STRATEGIC OBJECTIVES**
- Current Customer: Expand sales to existing customers.
- Current Customer: Increase customer retention.
- Current Customer: Achieve and maintain outstanding customer service.
- Current Customer: Develop and use a customer database.
- New Customer: Introduce existing products into a new market.
- New Customer: Introduce new products to new and existing markets.
- New Customer: To expand sales to the global marketplace.
- Customer Service: Improve our service approach for new and existing customers.

**INTERNAL/OPERATIONAL STRATEGIC OBJECTIVES**
- Product/Service/Program Mngt: To have all product meet standard of excellence guidelines.
  (Some businesses prefer to list their individual product or services as separate objectives.)
- Operations Mngt: Capitalize on physical facilities (location, capacity, etc.).
- Operations Mngt: Increase community outreach.
- Technology Mngt: Increase efficiencies through use of wireless or virtual technology.
- Communication Mngt: Improve internal communications.
- Customer Mngt: To execute and maintain a CRM process that is producing results.
- Marketing Mngt: Develop and implement a promotional plan to drive increased business.
- Alliance Mngt: Establish one new strategic alliance annually.
- Channel Mngt: Improve distributor and/or supplier relationships.

**PEOPLE/LEARNING STRATEGIC OBJECTIVES**
People: Employ professionals who create success for customers.
Training: To develop the leadership abilities and potential of our team.
Culture: To align incentives and staff rewards with performance.
Knowledge: To continually learn and adopt current best practices.

MANAGEMENT APPROACHES IN INDIAN COMPANIES
The Indian business environment has seen extraordinary change, since the onset of economic reforms in the early-1990s. While the '90s was a decade of transition, the 'market oriented-globally integrated' economic framework has now stabilised. Macro-level shift is unlikely in the foreseeable future, and the framework will guide the business environment in coming years, though under a variety of domestic and global forces and trends. Learning from the American context, where strategic management approaches tended to change almost every ten years, the temporality is best addressed by taking the horizon of one decade. The horizon is adequate, because strategies tend to fully play out for most of the companies and industries in about a decade, even for businesses with long investment cycles such as steel and insurance. Research in strategic management is reaching three important conclusions. Firstly, a company needs to respond to a set of imperatives, which emanate almost equally from the path of evolution it has taken till now and the key trends in its emerging business context. Secondly, a company is an organism like configuration, with the various components of its business and organisation in a gestalt-like fit among themselves. Thirdly, there are only a few configurations that are viable and effective. And a company can secure superior long-term performance, by choosing the right configuration as per its imperatives and by improving the degree of fit among the components. These conclusions sufficiently equip us to outline successful configurations, which are not only contextually appropriate but also original and novel.

However, the configuration of Tatas while containing some attributes similar to global-diversified companies such as General Electric, will be different - incorporating attributes inherited from its past and those shared by other global corporations having home bases in India.

The choice of configuration depends upon - presence of India based global advantages in business; relative gap between resources required and available for realising the business potential in a single business, in domestic market or globally; characteristics of the existing structure and management systems, whether suited for managing single or multiple businesses; and, orientation of the top management and cultural attributes of organisation, whether tuned to domestic market or outward looking. Given these factors, the configurations are sort of mutually exclusive, for Indian companies. Examples of Gujarat Ambuja as 'India-focused', ITC as 'India-diversified', and Infosys as 'global-focused', further illustrate the organism-like conception of configuration.

NOW, INDIA GIVES LESSONS IN MANAGEMENT STRATEGY
When Renault India's head of marketing, Gerald Porcario, completed his three-year stint in India a couple of weeks ago, he did not get the usual posting back to Paris or some Euro-zone market. Instead, he's headed for another non-European developing country on the specific understanding that he leverages the learnings from the "super-complexities" of the Indian market in his new bailiwick. Over 2004 and 2005, Pune-based Bharat Forge, one of the India's largest producers and exporters of automobile components, acquired companies in such bastions of sophisticated engineering as Germany, Sweden, and the United States. It might have been expected that the Indian unit would draw on manufacturing knowhow from the overseas companies it acquired and not vice versa. In Bharat Forge's case, however, it was a maintenance management practice developed in India that was implemented in its overseas units. Till recently, the flow of management and strategy knowhow was one-way; it was India that absorbed business models, technology and management systems from foreign corporations and institutions.
As India Inc raced to globalise and global companies sought to exploit the country's low-cost talent pool, such industrialised-economy concepts as Kaizen, The Toyota Way, Six Sigma and so on gained currency.

Today, India is no longer just a destination for manufacturing, services and research in which corporations lever lower cost into a competitive advantage - it is also gaining traction as a source of best practices in management and strategy. Ironically, this strength flows from the complexities of doing business in India, both in terms of the regulatory environment and scarce resources.

"The market in India is very fast-moving and not particularly stable; so you need a fast and flexible approach to management, and Indians are used to dealing with ambiguities," says Arindam Bhattacharya, managing director, The Boston Consulting Group (BCG), and co-author of the book Globality: Competing with Everyone from Everywhere for Everything.

DEALING WITH AMBIGUITY

A case in point is the problems with the Logan, developed and produced by a 51:49 per cent joint venture between Mahindra & Mahindra (M&M) and Renault. When it was launched in 2007, the Logan was positioned as a low-cost mid-sized car that was expected to sell about 2,500 units a month. By October 2009, it was selling less than 500 a month. As executives in Renault, which exited the joint venture earlier this year, admitted, the principal problem was pricing. One, the Logan's price was scarcely lower than competing products like the Tata Indigo, Maruti Swift Dzire or Ford Ikon because of the relatively high import content. Two, the Logan suffered when the government introduced a dual excise duty structure soon after the car was launched. Cars up to 4 metres long attracted a 12 per cent duty; those that were longer attracted 24 per cent (the rates have since changed to 10 and 22 per cent). The obvious solution was to reduce the wheel base to below 4 metres to take advantage of the lower duty, but as Sylvain Bilaine, then country head and managing director of Renault India, admits, the French car-maker "was not capable of fast decision-making". In contrast, Tata Motors was able to display the kind of rapid and adaptable approach that most Indian corporations take for granted and reduced the length of the Indigo to benefit from the duty differential. Bilaine, who spent about a quarter-century in the automobile business, has been struck by Indian management's flexible response to dynamic market conditions. So much so that he is parlaying the lessons he learnt in his five years of association with India via SyB Consulting, which provides consultancy to companies interested in investing in India. "M&M taught us to be very quick in our responses," he says. He points out that western companies typically follow strict manufacturing practices in order to achieve Six Sigma standards. Therefore, the production and launch schedules tend to be followed with as much exactitude as possible. Indian companies, on the other hand, tend to be less rigid in their approach, which enables them to react to developments more quickly."The credit market in Mumbai completely dried up between October 2008 and March 2009 and spreads were out of whack," he recalls, "But companies like M&M and Bajaj Auto moved really fast to reduce stocks and align working capital management - so much so that M&M actually had the cash to buy Satyam some months later!"

THE JUGAAD ADVANTAGE

- The most noticeable impact of such flexibility, however, lies in frugal engineering, an approach that is making India globally unique because it yields advantages for businesses that transcend just labour costs.
- Bilaine refers to it as "Indovation" but prefers the common Hindi term jugaad which he says is a striking feature of the Indian business landscape.
- Indian businesses have a way of making things differently, he says, maybe because as a poor country India has had to cope with minimal resources. For instance, mudguards made in India can be 75 per cent cheaper than anywhere else in the world simply by using recycled rubber.
It is the same approach that encouraged Indian car manufacturers like Tata Motors and M&M to source second-hand assembly lines from the West and re-configure them in India for their car projects, a move that lowered costs by as much as 30 per cent.

- Indeed, multinationals are increasingly looking at India as a means of drawing lessons on resource maximisation. For instance, Renault-Nissan's first green-field plant in Chennai spread over 760 acres and with an eventual annual capacity of 400,000 cars was completed in 21 months against an average time of 36 months for plants of comparable capacity.

- The experience has encouraged the alliance to examine the kind of "safe shortcuts" that can deliver a huge leap forward in terms of time and cost for future projects, says Ashish Sinha, Renault India's spokesman. "It's a question of solving the cost issue but keeping quality constant," he adds.

- Renault-Nissan, a relative latecomer to India, is trying to derive business learnings with its multiple alliances: With Bajaj Auto, to develop a low-cost car, and Ashok Leyland for light commercial vehicles. This "cross pollination" of ideas is being extended to the alliance's design studio in Mumbai where talent is being hired locally.

**INTEGRATING BEST PRACTICE**

Some of these learnings may appear basic or low-tech, but Indian firms are finding that their unique approach to lean manufacturing may well have global applicability in higher technology as well. Bharat Forge's maintenance management system is a case in point.

Developed over 15 to 18 years in Bharat Forge's Indian factories, it is an extremely mechanised process that focuses on minimising downtime, or the time scheduled for machine maintenance. Obviously, lower downtime means higher plant profitability.

Equally, scheduled downtime is preferable to unscheduled downtime caused by machine failure. The system that Bharat Forge developed in India and that was implemented by its best practices group in plants it acquired overseas entailed creating a robust information system that anticipates problems before they occur.

"We feed into the computer, everyday and every hour, every piece of data that tells you what you have to do during the manufacturing process, instead of making you deal with the problem during the downtime," says Baba N Kalyani, chairman and managing director, Bharat Forge.

As a result, Bharat Forge plants worldwide have an average down time of less than 10 per cent, the norm for efficient plants worldwide.

The critical point about the **Bharat Forge** experience, again, is the flexibility. Asked about implementing indigenously developed technology in overseas units it has acquired, Kalyani said, "There's nothing hard and fast about our approach." He said the company has established a "best practices group" that comprises two or three people from each of its plants worldwide to focus on improving all-round performance and implementing the maintenance management system was part of that exercise.

'SOFT INTEGRATION'

Like Bharat Forge, other Indian companies acquiring corporations overseas have opted for distinctive organisational structures that enable them to maximise global competitiveness. BCG's Bhattacharya describes it as "soft integration".

For example, **Tata Chemicals** acquired UK-based Brunner Mond Group and its Kenyan subsidiary, Magadi Soda Company, in 2006 and US-based soda ash producer General Chemical and Industrial Products (GCIP) in 2008 to expand its chemicals business which accounts for roughly half its sales. Instead of opting for the "hard integration" process that typically follows mergers and acquisitions,
Tata Chemicals allowed each entity to retain its local identity but created a structure to leverage global strengths.
To coordinate operations across its four geographies, it put in place a global advisory council that comprises the heads of the Indian business, Brunner Mond, GCIP and Magadi plus the vice-president, marketing and strategy, based in India. Meanwhile, reporting structures have also been kept flexible. For instance, the human resource chief of each organisation reports to an overall head in India but also to the chief of each geography. As with Bharat Forge, this flexibility enables the group to cherry-pick the best practices from within the global organisation, explains R Mukundan, managing director, Tata Chemicals.

**STRATEGY MANAGEMENT**
CSM Consulting, an expert in SAP Enterprise Performance Management, SAP Financial Performance Management, SAP Strategic Enterprise Management, SAP Strategy Management, SAP BusinessObjects, SAP Business Intelligence and SAP Business Planning and Consolidation, which are providing the best of hybrid solutions for achieving the results. Enterprise approach interact with board, top management and key business units to build a forward looking, open and strategy focused entity. Key experience is in:-

- Transforming the enterprise vision and strategy into objectives.
- Interconnecting the strategic objectives and initiatives to rewards and performance.
- Planning and target setting with strategic alignment.
- Building a strategic feedback for continuous change and alignment.
- Implementing a core process and tools to make it functional as a continued process.

CSM consulting has developed a 60/90/120 Day Delivery model for SAP Strategy Management (SSM) which is a very attractive value proposition to organizations which are interested in the implementation of SSM.

**EMPOWERING THE INDIAN ORGANIZATION**
Many multinationals in India are stuck in a profitability trap characterized by a lack of commitment to build country-specific operations and management systems. When expatriate company heads are brought in, their efforts often fall victim to short rotation cycles that inhibit the execution of long-term strategy.

One important differentiator is the ability to demonstrate a commitment to India through the economy’s inevitable cycles and volatility. Policy makers and local entrepreneurs have long memories, and “state visits” by global CEOs and chairmen are not sufficient if a company doesn’t follow through on its commitments.

But a multinational power and automation technology company learned the hard way what happens when senior executives lack commitment to India. In the late 1990s, the parent company paid marginal attention to local operations there and was unwilling to adapt to changing market conditions. The performance of the Indian unit declined—it lacked autonomy and faced hierarchical and bureaucratic roadblocks in its dealings with global headquarters. Finally, in early 2000, headquarters gave the Indian operations a high level of autonomy, and in response revenues rose by 30 percent (compounded annually) between 2001 and 2005.

Empowering local management is also critical for attracting and retaining talented staff. Many multinationals are moving toward the creation of a strong Indian business unit and, in the process, moving away from functions or global products as the primary axis of governance. These companies are investing in top talent: the head of the Indian unit is experienced and knowledgeable about the market and has a direct line of communication with the global company’s CEO. This direct connection to global management—combined with the ability to make decisions on capital spending, products, and pricing—holds a local leader more accountable and facilitates the sharper development and execution of strategy.
CHOOSING THE RIGHT ENTRY STRATEGY
One of the first and most important issues for a multinational considering doing business in India is ownership structure. Multinationals that enter the country on a stand-alone basis, our experience shows, generally fare better than those that use Indian partners to create joint ventures. Most global companies that opted for them have exited the Indian market, while some have purchased the stakes of their partners or established majority shareholdings. One global consumer goods company, for example, bought out its Indian partner because of differences over product marketing and brand positioning. The multinational is now doing well in all the segments where it competes.

Multinationals that choose joint ventures as their entry vehicle into India think that a local partner can better navigate the market’s complexities and manage regulatory issues. There is some truth to that idea, but in practice, joint ventures often tend to emphasize short-term performance over long-term goals, long-term commitment, and an alignment between the interests of the global and local partner. Without management control and a clear path to ownership, global companies may have no alternative but to exit the market. Joint ventures can be beneficial in some cases, but they are not essential if a multinational regards India as a priority market and regulations allow the company to have majority or complete. When joint ventures are necessary, multinationals should ensure that they have real management control and a clear path to ownership that should become necessary.

A global pharmaceutical company established itself as a stand-alone entity but developed strategic alliances with a local manufacturer in licensing and supplies for the generic and off-patent segments. These agreements helped the multinational to enter India’s fast-growing market for low-cost, easily accessible branded generics and off-patent medicines.

CONCLUSIONS
As an organization development tool as we know it nowadays started to be outlined in mid 1950ies and for more than 30 years was mainly used in private business sector while the concept and performing culture of public administration was developing entirely on the basis of national constitutions and laws. The first trends of using strategic planning and strategic management principles in public administration appeared in late 1980ies. Efficiency’s prevalence of private sector over the public administration was proved more than 200 years ago by the father of nowadays economic theory, Adam Smith, who clearly formulated that “it is not from the benevolence of the butcher, the brewer, or the baker that we expect our dinner, but from their regard to their own self-interest.” (Smith, 1776). There are strengths and weaknesses on both sides.Customer relationship and effective strategic planning is remarkably topical and still improvable process that is being recognized as good practice of management and at the same time it also makes healthy competition in public administration and private business sector. In conclusion, the three viable and effective corporate strategies for Indian organizations in the coming decade are — “Being honest + Being world-class + India focused,” “Being honest + Being world-class + India diversified,” and “Being honest + Being worldclass + Global focused.” To be successful, the agenda of an organization is to achieve and sustain consistency among the various components and with the requirements of ‘root’ and chosen ‘branch’ or strategic direction. And the agenda will need to be translated into and be implemented through a well-calibrated sequence of business and organizational initiatives.

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