

Course Title: Strategic Management

Course Code	: 17BA3T1	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	Contact Periods	: 3
Year/Semester	: II year/I semester	Tutorial Periods	: 2

Course Objectives

By the end of the course, students will be able:

1. To introduce various concepts like strategies, plans, policies and programmes that are imperative to understand strategic management.
2. To provide awareness regarding conceptual models of strategic management and to understand its applicability in understanding the constraints and opportunities in the sectors.
3. To enable the understanding of various elements of organisation structure and how they translate into organizational design.
4. To ensure a clear understanding of the strategic framework at the corporate, business and functional levels.
5. To equip the students with an understanding of the procedural issues in designing the structure and systems of strategy implementation and strategic control.

Course Outcomes

By the end of this course the student will be able to:

1. Identify the forces impacting on corporate and business strategies and be critically aware of factors involved in strategy making.
2. Develop strategies and action plans to achieve an organization's vision, mission, and goals and assess the resources and constraints for strategy making in a business context through various strategies.
3. Demonstrate the knowledge and abilities in formulating strategies and strategic plans.
4. Evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry and cultural differences.
5. Analyse the competitive situation and strategic dilemma in dealing with dynamic global business environment in terms qualitative and quantitative tools to evaluate in measuring performance.

Unit 1- Introduction: Concepts in strategic management- Strategic management as a process – Developing a strategic vision- Mission - Objectives- Policies – Factors that shape a company's strategy – Crafting a strategy; Environmental scanning: Industry and competitive analysis – Methods.

Unit 2- Evaluating company resources and competitive capabilities: Strategy and competitive advantage- Strategies and competitive advantages in diversified companies and its evaluation; Strategic Analysis and Choice: Tools and techniques- Porter's Five Force Model- BCG Matrix-GE Model - Balanced Scorecard.

Unit 3- Strategy Formulation : Strategy framework for analyzing competition- Porter's value chain analysis- Competitive advantage of a firm - Exit and entry barriers - Formulation

of strategy at corporate, business and functional levels. Types of strategies - Restructuring and diversification strategies: Turnaround Strategy- strategies for Mergers – Acquisitions - Takeovers and Joint Ventures; Diversification Strategy - types of diversification strategies; concept of core competence - Tailoring strategy to fit specific industry.

Unit 4- Strategy Implementation: Resource allocation and procedural issues - Leadership and corporate culture- Values - Strategy and Structure - Strategic Leadership and Style - Key Strategic Leadership Actions - Strategies for competing in Globalising markets and internet economy.

Unit 5- Strategy Evaluation and control: Role of the strategist in establishing strategic controls - Organisational systems and Techniques of strategic evaluation. Measuring performance - Using qualitative and quantitative benchmarking to evaluate performance - Strategic information systems – Problems in measuring performance – Strategic surveillance - strategic audit.

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Reference Books

1. Kazmi, “Strategic Management and Business Policy”, Tata McGraw Hill, 2009.
2. Subba Rao P, “Business Policy and Strategic Management”, Himalaya Publishing House, New Delhi, 2010.
3. Adrian Haberberg&Alison, “Strategic Management”, Oxford University Press, New Delhi, 2009.
4. AmitaMital, “Cases in Strategic Management”, Tata McGraw Hill, New Delhi, 2008.
5. Appa Rao, Parvatheshwara Rao, Shiva Rama Krishna, “Strategic Management and Business Policy”, Excel Books, New Delhi, 2008.
6. Hiriappa B, “Strategic Management”, New Age Internationals, New Delhi, 2008.
7. Mathur U.C, “Strategic Management”, MacMillan Publishers, New Delhi, 2009.
8. Srinivasn R, “Strategic Mangement”, PHI Learning, New Delhi, 2009.
9. Thompson & Strickland, “Strategic Management”, Concepts and Cases. Tata McGraw-Hill, 12/e, New Delhi, 2003.
10. Vijaya Kumar P. Hitt A., “Strategic Management”, Cengage learning, New Delhi, 2010.