

# 17MB201 STRATEGIC MANAGEMENT

## **Course Objective:**

The basic objective of this course is to help the students to learn the concept of strategic management and understand the significance of managing the business strategically in the current business environment.

## **Course Outcome:**

At the end of the course students should be able to understand

- Strategic management process and the role of stake holders in the process and importance of vision, mission and objectives in strategy formulation
- The importance of External, Internal, SWOT and value chain analysis in strategy formulation and implementation
- Strategy formulation at various levels i.e., Corporate, Business and function level strategies
- Strategic analysis and choice, issues of strategy implementation and portfolio analysis
- Strategy evaluation and control and contemporary issues of strategic management i.e., ethics, social responsibility and corporate governance.

**UNIT - I: Introduction to strategic management** – Evolution of Strategic Management- Understanding strategy-Strategic decision making-Strategic management process- Hierarchy of Strategic Intent – Vision, mission, business definition and objectives- Strategic management for sustainability- Corporate governance, Corporate social responsibility and strategic management.

**UNIT - II: Strategy Formulation**-Environmental Appraisal- External Environment Scanning - Organizational appraisal- Dynamics of Internal Environment- Organizational capability factors- Considerations in organizational appraisal-Methods and Techniques for organizational appraisal- Structuring organizational appraisal.

**UNIT - III: Types of Strategies**- Corporate-level Strategies-Corporate Restructuring- Business-level Strategies – Methods for pursuing strategies- Strategic Alliances and Joint ventures- Mergers and Acquisitions- Strategic Analysis and Choice- Tools and Techniques for Strategic analysis- SWOT Analysis, Experience Curve analysis, Life Cycle analysis, Industry analysis, Strategic Group analysis, Competitor analysis

**UNIT - IV: Strategy Implementation**—Activating strategies- Nature and barriers to strategy implementation- Resource allocation- Structural Implementation- Behavioural Implementation- Functional and Operational Implementation.

**UNIT - V: Strategic Evaluation and Control** – An Overview of Strategic Evaluation and Control - Strategic control- Operational control- Techniques of Strategic Evaluation and Control – Role of Organizational Systems in Evaluation.

**Skill Development:**

*(These activities are only indicative, the Faculty member can innovate)*

1. Select a high profile industry such as IT or Entertainment Industry. Identify major Competitors and analyze the type of corporate level of strategies being used by firms.
2. Identify a business group (e.g. Reliance) that has relied extensively on Backward Integration as expansion corporate level strategy. Analyze reasons why company chose to do so.
3. List a few recent instances of Indian companies that adopted diversification strategies and make observations on why these companies diversified and types of diversification used.
4. Pick up several business magazines. Locate corporate reports of different types of companies according to different factors such as industry – size or type. Analyze these reports to identify types of corporate level strategies – the companies chosen by you are employing.
5. Analyze the following trends and extrapolate their implications for strategy formulation within companies (i) rising population (ii) crisis in higher education sector (iii) spread of Internet culture (iv) deplorable state of public utilities.

**TEXT BOOKS:**

1. Azar kazmi, Adela Kazmi “ Strategic Management”, 4e,McGraw Hill, New Delhi, 2015.
2. Fred R. David: Strategic Management, Concepts and Cases-Prentice Hall,13<sup>th</sup> edition,2011

**REFERENCE BOOKS:**

1. Thomposn & Strickland: Strategic Management, Concepts and Cases. Tata McGraw-Hill, 12/e, New Delhi, 2007.
2. Gregory Dess and G.T. Lumpkin, Strategic Management – Creating Competitive Advantage, McGraw Hill International, 2006.
3. Lawrence R Jauch, R. Gupta & William F. Glueck: Business Policy and Strategic Management, Frank Bros. Delhi, 2006.
4. Appa Rao C, Business Policy and Strategic Management, Excel publishers,2008.
5. Subba Rao p: Business policy And Strategic Management, Text and Cases- Himalaya Publishing House-2<sup>nd</sup> revised edition 2010