

## Strategic Management

### Course Objectives

Ability to recognize role and functions of Corporate board in strategic management Deeper understanding of the integrative nature of strategic management Learn to apply strategic planning models like Porter Model Understand the importance of environmental scanning in formulating strategy Identification and evaluation of the role of leadership, organizational structure and change-management in strategy-implementation Develop an integrated outlook on the role of accounting and finance, operations management and human resource management in developing strategy

### Syllabus

Basic concepts of strategic management, Concept of Strategy and the Strategy formation Process, Objectives and Goals - Corporate Governance and Social responsibility, Types of strategies, strategy formulation, Strategy Choice, Strategy review.

### Expected Outcome

On completion of the course acquire the ability to generate and evaluate strategies in relation to a particular problem using real-world scenarios.

### References

1. Hill, Charles W L and Gareth R Jones. Strategic Management: An Integrated Approach. Cengage Learning, 2012.
2. Kazmi, Azhar. Strategic Management and Business Policy (3/e). Tata McGraw Hill, 2008.
3. Parnell, John A. Strategic Management: Theory and Practice. SAGE Publications, 2013.
4. Wheelen, Thomas L and J David Hunger. Strategic Management and Business Policy: Towards Global Sustainability. Prentice Hall, 2012.

### Course Plan

I Basic concepts of strategic management - framework for strategic management, the Concept of Strategy and the Strategy formation Process - Stakeholders in business - vision, Mission and Purpose strategic management process - strategic management at the business level, functional level and corporate level - Constitution of Board – Role and functions of corporate board and top management in strategic management.

II Objectives and Goals - Corporate Governance and Social responsibility Environmental Scanning- Analysing industry and competition - internal appraisal - External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution- Globalisation and Industry Structure - National Context and Competitive advantage Resources- Capabilities and competencies - core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage-

Distinctive Competencies Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage concepts, techniques and cases.

#### First Internal Examination

III Strategy formulation- Types of strategies - Integration, intensive, diversification, and defensive strategies - strategic analysis -The generic strategic alternatives - Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment– comparative cost analysis, portfolio analysis, operating and financial analysis. - Building and Re-structuring the corporation- Strategic analysis and choice - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model - Distinctive competitiveness - Selection of matrix - Balance Score Card

IV Strategy Choice-criteria and process-Routes for executing strategy. The implementation process, Designing organisational structure - Designing Strategic Control Systems, Resource allocation

#### Second Internal Examination

IV Matching structure and control to strategy - Implementing Strategic change- Politics-Power and Conflict-Strategy implementation - Role of organizational structure, Culture and Leadership, Strategy and Social Responsibility.

V Strategy review, evaluation and control- Auditing - Techniques of strategic evaluation & control-case study Matching structure and control to strategy- Using computers to evaluate strategies; Managing Technology and Innovation-Strategic issues for Non Profit organisations. New Business Models and strategies for Internet Economy

#### Trimester Examination