

**Course Code: MGT133**  
**Semester: V**

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## **BUSINESS STRATEGY**

### **Course Objective:**

This course helps the learner to understand and employ the concepts, tools & techniques used by executives in developing and executing strategies and appreciate its integrative and interdisciplinary nature. It also helps the learner to develop the capability of making their own decisions in dynamic business landscape by developing their capacity to think & execute strategically.

### **UNIT - I**

**11 Periods**

**Introduction to Strategic Management:** Strategic Management-Features, Values, Vision & Mission Statements-Objectives and Goals, strategic Intent, Types of strategies, Strategic management process, Methods of crafting strategies-- Intended and Emergent Strategies.

### **UNIT - II**

**11 Periods**

**Scanning the Environment for Competitive Advantage:** Core Competence as the Root of Competitive Advantage, Scanning and monitoring general environment, PESTLE Analysis, SWOT Analysis, internal and external factor analysis matrix.

### **UNIT - III**

**11 Periods**

**Business level and Corporate level strategy:** Five Forces of Industry Attractiveness that Shape Strategy, The concept of Strategic Groups, and Industry Life Cycle, Porter's, Value Chain analysis, Business Level strategy, Porter's Generic Competitive strategies, Functional Level Strategy.

### **UNIT - IV**

**12 Periods**

**Corporate Level Strategy and Strategy Implementation:** Corporate Level Strategy - Growth Strategies, Diversification Strategies- Related and Unrelated diversification -Corporate Portfolio Analysis: BCG Matrix, GE Matrix, Types of international strategy, Entry mode strategies - Strategic Alliances. Implementing strategy - 7-S framework, Designing Strategic Control Systems.

### **TEXTBOOKS**

1. Robert M. Grant, Contemporary Strategic Management, Blackwell, 7th Edition, 2012.
2. Azhar Kazmi, Business Policy and Strategic Management, Tata McGraw Hill, New Delhi, 3rd edition, 2008.
3. Thomas L. Wheelen, *J. David Hunger*, Strategic Management and Business Policy, Addison Wesley, 13th Edition, 2012.

**REFERENCES**

1. Pearce and Robinson, Strategic Management, Tata McGraw Hill Publishing Company Ltd, New Delhi, 12th Edition, 2012.
2. Charles W. L. Hill and Gareth R. Jones, Strategic Management Theory, An Integrated *approach*, Houghton Mifflin Company, Princeton New Jersey, All India Publisher and Distributors, Chennai, 2005.
3. Johnson and Scholes, Exploring Corporate Strategy, Pearson Education, New Delhi, 7th Edition, 2006.
4. Michael E. Porter, Competitive Strategy, The Free Press, New York, 1980
5. Competitive Advantage, 1985 Richard Rumelt (2011).

**LEARNING OUTCOMES**

Upon successful completion of each unit, the learner will be able to

Unit I	<ul style="list-style-type: none"><li>• understand the basics of strategic management.</li></ul>
Unit II	<ul style="list-style-type: none"><li>• evaluate the influence of the external and internal factors in strategic analysis.</li></ul>
Unit III	<ul style="list-style-type: none"><li>• understand the business level and functional level strategy</li></ul>
Unit IV	<ul style="list-style-type: none"><li>• understand corporate level strategies, implementation and control of strategies.</li></ul>

**COURSE LEARNING OUTCOMES**

Upon successful completion the course, the learner will be able to

- understand the basics of strategic management
- evaluate the influence of the external and internal factors in strategic analysis
- make industry analysis and understand an organization's strengths, weaknesses, opportunities and threats
- allocate resources efficiently at the corporate level
- gain exposure to the factors for the successful implementation of the strategies