

## **STRATEGIC MANAGEMENT**

Subject Code	: 14MBA25	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

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### **Objectives:**

1. To explain core concepts in strategic management and provide examples of their relevance and use by actual companies
2. To focus on what every student needs to know about formulating, implementing and executing business strategies in today's market environments
3. To teach the subject using value-adding cases that features interesting products and companies, illustrate the important kinds of strategic challenges managers face, embrace valuable teaching points and spark student's interest.

### **Module I**

**(8 Hours)**

Meaning and Nature of Strategic Management, its importance and relevance. Characteristics of Strategic Management. The Strategic Management Process. Relationship between a Company's Strategy and its Business Model.

### **Module II**

**(8 Hours)**

Strategy Formulation – Developing Strategic Vision and Mission for a Company – Setting Objectives – Strategic Objectives and Financial Objectives – Balanced Scorecard. Company Goals and Company Philosophy. The hierarchy of Strategic Intent – Merging the Strategic Vision, Objectives and Strategy into a Strategic Plan.

### **Module III**

**(7 Hours)**

Analyzing a Company's External Environment – The Strategically relevant components of a Company's External Environment – Industry Analysis – Porter's dominant economic features – Competitive Environment Analysis – Porter's Five Forces model – Industry driving forces – Key Success Factors – concept and implementation.

### **Module IV**

**(8 Hours)**

Analyzing a company's resources and competitive position – Analysis of a Company's present strategies – SWOT analysis – Value Chain Analysis – Benchmarking  
Generic Competitive Strategies – Low cost provider Strategy – Differentiation Strategy – Best cost provider Strategy – Focused Strategy – Strategic Alliances and Collaborative Partnerships – Mergers and Acquisition Strategies – Outsourcing Strategies – International Business level Strategies.

### **Module V**

**(7 Hours)**

Business Planning in different environments – Entrepreneurial Level  
Business planning – Multi stage wealth creation model for entrepreneurs–  
Planning for large and diversified companies – brief overview of Innovation, integration, Diversification, Turnaround Strategies - GE nine cell planning grid and BCG matrix.

**\Module VI****(10 Hours)**

Strategy Implementation – Operationalizing strategy, Annual Objectives, Developing Functional Strategies, Developing and communicating concise policies. Institutionalizing the strategy. Strategy, Leadership and Culture. Ethical Process and Corporate Social Responsibility.

**Module VII****(8 Hours)**

Strategic Control, guiding and evaluating strategies. Establishing Strategic Controls. Operational Control Systems. Monitoring performance and evaluating deviations, challenges of Strategy Implementation. Role of Corporate Governance

**Practical Components:**

- Business Plan: Students should be asked to prepare a Business Plan and present it at the end of the semester. This should include the following:
  - Executive Summary
  - Overview of Business and industry analysis
  - Description of recommended strategy and justification
  - Broad functional objectives and Key Result Areas.
  - Spreadsheet with 5-year P&L, Balance Sheet, Cash Flow projections, with detailed worksheets for the revenue and expenses forecasts.
- Analysing Mission and Vision statements of a few companies and comparing them
- Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc)
  - Pick a successful growing company. Do a web-search of all news related to that company over a one-year period. Analyse the news items to understand and write down the company's strategy and execution efficiency.
- Pick a company that has performed very badly compared to its competitors. Collect information on why the company failed. What were the issues in strategy and execution that were responsible for the company's failure in the market. Analyse the internal and external factors
- Map out GE 9-cell matrix and BCG matrix for some companies and compare them
- Conduct SWOT analysis of your institution and validate it by discussing with faculty
- Conduct SWOT analysis of companies around your campus by talking to them

**RECOMMENDED BOOKS:**

1. Crafting and Executing Strategy, Arthur A. Thompson Jr., AJ Strickland III, John E Gamble, 18/e, Tata McGraw Hill, 2012.
2. Strategic Management, Alex Miller, Irwin McGraw Hill
3. Strategic Management - Analysis, Implementation, Control, Nag A, 1/e, Vikas, 2011.
4. Strategic Management - An Integrated Approach, Charles W. L. Hill, Gareth R. Jones, Cengage Learning.
5. Business Policy and Strategic Management, Subba Rao P, HPH.
6. Strategic Management, Kachru U, Excel BOOKS, 2009.

**REFERENCE BOOKS:**

1. Strategic Management: Concepts and Cases, David R, 13/e, PHI.
2. Strategic Management: Building and Sustaining Competitive Advantage, Robert A. Pitts & David Lei, 4/e, Cengage Learning.
3. Competitive Advantage, Michael E Porter, Free Press NY
4. Essentials of Strategic Management, Hunger, J. David, 5/e, Pearson.
5. Strategic Management, Saroj Datta, jaico Publishing House, 2011.
6. Business Environment for Strategic Management, Ashwathappa, HPH.
7. Contemporary Strategic Management, Grant, 6/e, 2012, Wiley India.
8. Strategic Management-The Indian Context, R. Srinivasan, PHI