

STRATEGICMANAGEMENT

Subject Code	: 16MBA25	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Objectives:

- To provide insights into the core concepts of strategic management.
- To evaluate various business strategies in dynamic market environments.
- To gain insights into various strategic management models

Course Outcome:

At the end of the course students will be able to:

- Formulate a strategic plan that operationalizes the goals and objectives of the firm.
- Use management concepts to analyze complex business situations
- Associate with various Strategic Management models for Business situations
- Ability to evaluate and critique theories and models in corporate environment.

Unit 1

(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.

Unit 2

(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.

Unit 3

(10 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.

Unit 4

(10 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.

Unit 5

(10 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.

Unit 6

(10 Hours)

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

Practical Components:

- Analysing the Mission and Vision statements of a few companies
- 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

RECOMMENDED BOOKS:

- Strategic Management: A South-Asian Perspective With CourseMate Michael A.Hitt/R.Duane Ireland/ Robert E.Hoskisson/S.Manikutty Edition:9th, Cengage Learning
- CraftingandExecutingStrategy, Arthur A.ThompsonJr.,AJ StricklandIII, JohnE Gamble,18/e,TataMcGrawHill,2012.
- StrategicManagement - Analysis,Implementation,Control, Nag A,1/e,Vikas,2011.
- StrategicManagement -AnIntegratedApproach, CharlesW. L.Hill,GarethR.Jones,CengageLearning.
- BusinessPolicyandStrategicManagement, SubbaRaoP,HPH.
- StrategicManagement, KachruU,ExcelBOOKS,2009.

REFERENCE BOOKS:

- StrategicManagement:Conceptsand Cases,DavidR, 14/e,PHI.
- StrategicManagement:BuildingandSustainingCompetitive Advantage,RobertA.Pitts& DavidLei,4/e,CengageLearning.
- CompetitiveAdvantage,MichaelE Porter,FreePressNY
- EssentialsofStrategicManagement,Hunger,J. David,5/e, Pearson.
- StrategicManagement,SarojDatta,jaicoPublishingHouse, 2011.
- ContemporaryStrategicManagement,Grant,7/e,Wiley India, 2012