



Course Title: Strategic Management

Course Code: STRA701

Credit Units: 4

Course Level: PG

L	T	P/ S	SW/F W	TOTAL CREDIT UNITS
4	0	0	0	4

Course Objectives:

With growing competition and rapid technological innovations, selection and implementation of a suitable Business Strategy has assumed a vital importance for survival and growth of the business enterprise. This course has been designed to help students understand the concept of strategy and strategic management process.

- The course will equip students to develop a good understanding of evolving business environment and how it influences strategic analysis and strategy formulation.
- It will further enable students to undertake strategic analysis and make the right strategic choice to gain sustained competitive advantage.

Prerequisites:

Students should be having a working knowledge of management theory and practices. They must be well versed with the developments in the corporate world.

Student Learning Outcomes: Upon successful completion of this course the student will be able to :

- Develop an understanding of the strategic management process and the complexities of business environment.
- Analyze the external environmental and internal organizational factors having a bearing on strategy formulation.
- Demonstrate the skills required for selection of the most suitable strategies for a business organization.
- Generate workable solutions to the issues and challenges related to successful implementation of the chosen strategies.

Course Contents/Syllabus:

	Weightage (%)
Module I : Introduction to Strategic Management	20
<ul style="list-style-type: none">• Introduction to the concepts of Strategy and Strategic Management,• Evolution of Strategic Management and overview of Strategic Management Process• Classification and levels of Strategy• Strategic Intent : Concept of Vision and Mission• Business Ethics & Corporate Social Responsibility	
Module II: Strategic Analysis	25
<ul style="list-style-type: none">• External Environmental Analysis• Industry Analysis using Porter's 5 Forces Model• Environmental Threat and Opportunity Profile (ETOP)• Value chain Analysis• Strategic Advantage Profile (SAP)• Resource Based View of the Firm-VRIO Framework• Scenario Analysis• SWOT Analysis and TOWS Matrix	
Module III: Strategic Choice	20
<ul style="list-style-type: none">• Corporate Strategies• Making Strategic Choices using Strickland's Grand Strategy Selection Matrix,• Portfolio Analysis using BCG and GE Nine Cell Matrix• Ansoff's Product Market Matrix.• Choosing Generic Business Strategies using Porter's Model of competitive advantage• Functional Strategies	
Module IV: Industry Structures & Market Strategies	15
<ul style="list-style-type: none">• Industry Structures and Lifecycle Stages• Marketing Warfare and Dominance Strategies• Advantages and Disadvantages of Defensive and Offensive strategies• Innovation as Blue Ocean Strategy.	
Module V: Strategy Implementation & Control	20
<ul style="list-style-type: none">• Resource Allocation and Organization Structure• Integration between various levels of strategy.• Measuring performance using Balanced Score Card• Problems in measuring performance and establishing strategic controls.	

Pedagogy for Course Delivery:

- The course will be taught using a mix of theory and the case study method. The case studies will be carefully chosen to give the students a good understanding of the importance of selecting a suitable strategy. Team work and student participation will be encouraged through group assignments, presentations and role plays. Periodic objective MCQ tests will be administered to ensure continuous learning process.

Assessment/ Examination Scheme:

Theory L/T (%)	Lab/Practical/Studio (%)	Total
100	NA	100

Theory Assessment (L&T):

Continuous Assessment/Internal Assessment					End Term Examination
Components (Drop down)	Mid-Term Exam	Project	Presentation	Attendance	
Weightage (%)	10	10	5	5	70

Text & Reference Books:

- Wheelen and Hunger,(2010), Concepts in Strategic Management and Business Policy, Pearson. – Twelfth Edition (2012)
- Azhar Kazmi, (2008), Strategic Management and Business Policy, McGraw Hill – Third Edition(2012)
- Thomson & Strickland,(2008), Crafting and Executing Strategy, McGraw Hill.- Sixteenth Edition (2011)
- Hitt, Ireland, Hoskisson & Manikutty (2009), Strategic Management – A South Asian Perspective, Cengage Learning- Ninth Edition(2012)
- N. Chandrasekaran, Ananthanarayanan(2011), Strategic Management, Oxford University Press – First Edition – Second Impression (2012)

Journals

- **International Business Review**
- **Journal of World Business**
- **International Journal of Strategic Management**
- **Harvard Business Review**
- **Strategic Management Journal**
- **California Management Review**
- **McKinsey Quarterly**