

Major Mandatory
Title of the Course: Strategic Management

Semester: I	Credits: 4	Subject Code: CMAJCSM123527	Lectures: 60
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<p>Course Outcomes:</p> <p>At the end of the course, the learner will be able to -</p> <ul style="list-style-type: none"> • CO-1- Interpret strategy concepts and models of strategic management to analyze the competitive situation facing a firm • CO-2- Relate to and apply the key concepts and frameworks that explain the reasons and ways for a firm to obtain and sustain a competitive advantage. • CO-3- Demonstrate knowledge of the different types of business strategies and be able to choose an appropriate strategy • CO-4- Correlate and analyse the basic concepts, principles and practices associated with strategy formulation, implementation and control in diverse organizations. • CO-5- Critically analyse and evaluate organizational strategic paradigms at national and international level
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Unit 1: Strategic Management: An Introduction	15
<ul style="list-style-type: none"> • Meaning, Definition & Scope of Strategic Management • Strategic Intent and Strategic Stretch • Approaches to Strategic Decision Making • Roles of Different Strategists • Strategic Management Process • Principles of Good Strategy • Relevance of Strategic Management • Limitations of Strategic Management • International Vs. Indian Strategic Management • Activity 	

Unit 2: Strategic Formulation & Analysis	15
<ul style="list-style-type: none"> • Vision, Mission & objectives, values and cultures • Analysis of Broad Environment - SWOT Analysis, TOWS MATRIXC competitive Forces and Strategies- Michael Porter's Model of Industry Analysis, Organisational Analysis- Organisational Capability Profile, Analysis of Strategic Advantage- Resource Audit, Value Chain Analysis, C.K. Prahalad's approach to Core Competences, SWOT/ SWOC Analysis of Resources • Avoiding Failures and Sustaining Competitive Advantage • Benchmarking • Assignment- Conducting Competitive Analysis 	


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Unit 3: Strategic Choice	15
<ul style="list-style-type: none"> • Steps in the process of strategic planning • Generating Strategic Alternatives • Strategic options at Corporate Level – Stability, Growth and Defensive Strategies. • External Growth Strategies –Merger, Acquisition, Joint Venture and Strategic Alliance. • Evaluation of Strategic Alternatives – Product Portfolio Models, Selection of a suitable Corporate Strategy • Strategic Planning in the Next Millennium- Transient nature of strategic competitiveness, Hyper competition, Transition from an Industrial to a Knowledge Based Society, Diversity in the Workforce, Complexity of the Strategic Management Environment • Case Study and Group Discussion 	

Unit 4: Strategic Implementation, Evaluation and Control	15
<ul style="list-style-type: none"> • Components of Strategic Implementation and Execution • Structural Implementation: Strategy-Structure Relationship • Functional Implementation: Role of leadership in Strategic Management • Functional Strategies: Production, Human Resource, Finance, Marketing, Research & Development • Evaluating Strategic Performance – Criteria and Problems. • Process Alignment and Realignment of Strategy • Strategic Control-Concept, Process • Criteria of Business Success- Intervening Criteria, End Result Criteria • Assignment: Literature Review 	

Recommended Text Books:
<ul style="list-style-type: none"> • Aaker David A, <i>Strategic Market Management</i>, John Wiley & Sons, Inc. New Jersey, 2012 • Chandrasekaran N & Ananthanarayanan P S, <i>Strategic Management</i>, Oxford University Press, New Delhi, 2011 • Cherunilam Francis., <i>Business Policy and Strategic Management</i>, 4th Revised Edition, Himalaya Publishing House, 2015. • Rao V S P, Harikrishna v., <i>Strategic Management Text and Cases</i>, 2006, Excel Books. • David R Fred., <i>Strategic Management-Concepts and Cases</i>, Tenth Edition, 2006, Pearson Education Inc.

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Reference Books:

- Duhaime Irene M, Stimpert Larry & Chesley Julie A, *Strategic Thinking: Today's Business Imperative*, Routledge Taylor & Francis Group, New York, Special Indian Edition, 2012
- Ghosh P K., Business Policy; *Strategic Planning and Management*, 8th Edition, Sultan Chand and Sons, New Delhi
- Goodman Malcolm & Dingli, Sandra M, *Creativity and Strategic Innovation Management*, Routledge, 2nd ED., 2017, Oxon
- Ram Pattabhi V., *First Lessons in Strategic Management*, Second Edition, Snow Whit Publications, Mumbai, 2012
- Stephen Chen, *Strategic Management of e-Business* Second edition, Australian National University


Journal Articles:


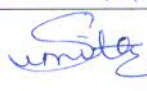


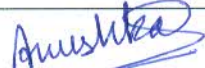
- Krzakiewicz, K., & Cyfert, S. (2017) ,*Dynamic capabilities in strategic choice processes within organisations*, Management, 21(1), 7-19.
- Hough Johan, Liebig Konrad, *An Analysis of Strategic Alignment Tools*, Corporate Ownership & Control, Volume 10, Issue 2 Continued-3, 2013, 591-603

Websites:

- https://www.researchgate.net/profile/Marjorie_Lyles/publication/43294810_The_Choice_of_International_Strategies_By_Small_Businesses/links/55e0678308aede0b572df401.pdf
- https://digital.qbslearning.com/assets/corporatelearning/rapidauthoring/thestrategicflow/story_content/external_files/hbr-implementingastrategywithoutdisruption.pdf

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