

**Paper 2.2: Strategic Management**

**The objective of this course is to enhance decision making skills of students in uncertain situations of a dynamic business world.**

- Unit 1: The Nature of strategic Management:- The Concepts of Strategy and Competitive Advantage; Levels at which Strategy Operates; Schools of thought; Definition of Strategic Management; Strategic Management Process-Strategy formulation, Strategy Implementation, and Strategy evaluation; A Model of Strategic Management Process; Strategic Decision Making –Cognitive Bases and Strategic Decision; Dimensions/Characteristics of strategic Decisions; Techniques for Improving Decision Making; Concept of Environment; The 7-5 framework ; Strategic Intent; Vision Versus Mission; The Process of Developing a Mission Statement, Components of a Mission Statement;
- Unit 2: External Factors Analysis:- Key External Forces-Economic Forces, Socio, Cultural, Demographic and Environmental Forces, Political, Governmental and Legal Forces, Global Forces, Technological Forces, and Competitive Forces; Industry and Competitor Analysis- Definition of industry, Industry life cycle analysis, Concept and implications of strategic group, The External Factor Evaluation (EFE) Matrix, The Competitive Profile Matrix (CPM); Techniques to Monitor the Environment; Factors to be considered for Environmental Scanning.
- Unit 3: Internal Factors Analysis:- Process of Internal Analysis; Distinctive Competencies- Organisational Resources and capabilities; Considerations in Organisational Appraisal; Methods and Techniques used for Organisational Appraisal; The Internal Factor Evaluation(IFE) Matrix.
- Unit 4: Building Competitive Advantage through Corporate-Level strategy:- Integration Strategies –Forward integration, Backward Integration, Horizontal integration, Intensive Strategies- Market penetration, Market development, Product development; Diversification Strategies –Concentric, horizontal and Conglomerate; Defensive Strategies – Retrenchment/Turnaround Strategy, Divestiture, Liquidation; Methods of Achieving Business Development-Mergers and acquisitions, Joint Ventures, Franchising, Licensing.
- Unit 5: Building Competitive Advantage through Business Level Strategy:- Porter,s Generic Strategies-Cost Leadership, Differentiation, and Focus; Strategic Routes for Building Competitive Advantage –Innovation, Integration, Alliances, Mergers, acquisitions, Research and Development (R&B), Entry Barriers, Benchmarking, Value Chain Approach, Strategic Business Unit (SBU) Structure.

**Unit 6: Building Competitive Advantage through Functional Level Strategy:-**

Operations Management Strategies, Marketing Management strategies, HRM Strategies, Financial Management Strategies, Information System Strategy.

**Unit 7: Strategy Analysis and Choice:-** The process of Generating and Selecting Strategies; A

Comprehensive Strategy Formulation Framework –The input stage: EFE Matrix, CPM, IFE Matrix, The Matching Stage: The SWOT analysis, The BCG matrix, The grand strategy matrix, The Decision Stage: The Quantitative Strategic Planning Matrix (QSPM); Behavioural Considerations Affecting Strategic Choice.

**Unit 8: Strategy Implementation:-** Nature; Management Issues-Annual Objectives, Allocating

Resources, Matching Organisational Structure with Strategy, Linking Performance and Pay to Strategies; Marketing Issues- Market segmentation and Product Positioning; Finance/Accounting Issues- Acquiring capital, Financial budgets; R&D Issues; Management Information System(MIS) issues; Implementing International strategies.

**Unit 9: Strategy Evaluation:-**Nature; A Strategy evaluation framework ; Characteristics of an effective evaluation system; Strategic Control.

#### **References:**

Ansoff, H.Igor: Implanting Strategic Management, Prentice Hall, New Jersey.

Bhattacharya, S.K and N.Venkataraman: Managing Business Enterprises: Strategies, Structures and Systems, Vikas Publishing House, New Delhi.

Budhiraja, S,B and M.B. Athreya: Cases in strategic Management, Tata McGraw Hill, New Delhi.

Cherunilam Francis: Strategic Management, Himalaya Publishing House, Mumbai.

Christensen, C Roland, Kenneth R.Andrews, Joseph L.Bower, Richard G. Hamermesh and Michael E Porter: Business Policy: Text and Cases, Richard D Irwin, Inc, Homewood, Illinois.

David, Fred R.: Strategic Management: Concepts and Cases, Prentice Hall, New Jersey.

Dobson, Paul, Kenneth Starkey and John Richards: Strategic Management: Issues and Cases, Blackwell Publishing.

Glueck William F. and Lawrence R. Jauch: Business Policy and Strategic Management; McGraw Hill, International Edition.

Gulati, Manohar L.: Strategic Planning and Management, Am excel Publishers Pvt. Ltd, New Delhi.

- Hill, Charles W.L and Gareth R. Jones: An Integrated Approach to strategic Management, Cengage Learning India Pvt. Ltd. New Delhi
- Hill, Charles W.L and Gareth R Jones: Strategic Management theory : An Integrated Approach, All India Publishers and Distributors, Chennai.
- Hitt, Michael A, R.Duane Ireland and Robert E. Hoskisson: Strategic Management: Competitiveness and Globalization, South-Western Thomson.
- Hoti.B.S: Strategic Management: Text and Cases, Wisdom Publications, Delhi.
- Kazmi, Azhar: Strategic Management and Business Policy, Tata McGraw Hill Education Pvt. Ltd., New Delhi.
- Mintzberg, Henry and James Brian Quinn; The Strategy Process, Prentice Hall, New Jersey.
- Newman, William H and James P Logan: Strategy, Policy and Central Management, South-Western Publishing Company, Cincinnati, Ohio.
- Pearce II John A and Richard B. Robinson, Jr., Strategic Management: Formulation, Implementation, and Control, Tata McGraw-Hill Publishing Company Ltd., New Delhi.
- Pitts, Robert A and David Lei: Strategic Management: Building and Sustaining Competitive Advantage, Thomson South-Western.
- Porter, Michael E.: The Competitive Advantage of Nations, MacMillan, New Delhi.
- Prakash, Anand: Strategic Management, Sonali Publications, New Delhi.
- Prakash, Ved: Strategic Management, Anmol Publications Pvt. Ltd., New Delhi.
- Rao, V.S.P and V.Hari Krishna: Strategic Management: Text and Cases, Excel Books, New Delhi.
- Sharma, R.A: Strategic Management in Indian Companies, Deep and Deep Publications, New Delhi.
- Srinivasan.R. : Strategic Management: The Indian Context, Prentice Hall of India Pvt.Ltd., New Delhi.