



MANGALORE UNIVERSITY
DEPARTMENT OF BUSINESS ADMINISTRATION

MBAH 551: STRATEGIC MANAGEMENT

Workload : 04 hours per week – Total credits: 04

Examination : 03 Hours. 70 marks

Objectives : To acquaint the students with top level management strategies vis-à-vis environmental analysis and internal resource inventory.

Pedagogy : Lectures, assignments, practical exercises, discussions, seminars.

Chapter 1: Overview of Strategic Management- Meaning of strategy - An architecture of strategy - Nature and value of strategic management - Responsibility towards multiple stakeholders - strategic management process.

Chapter 2: Strategic Analysis-Environmental Forecasting- Importance of forecasting- Forecasting techniques. Analysis of internal Environment - internal environmental factors - Resource based view of the firm- assessing internal strength and weaknesses- (SWOT Analysis)

Chapter 3: Strategic Analysis- Analysis of external Environment - Factors in external environment-structural analysis of industries - Generic competitive strategies- Frame work for competitive analysis.

Chapter 4: Strategy Formulation - Hierarchy of static intent, vision, mission, goals, plans- strategic programming - organisational appraisal.

Chapter 5: Operational level strategy - Approaches to managing at operational level - Role of TQM and CPR - Three primary care processes.

Chapter 6: Business level strategy - Elements of competitive strategy - types of tactics - defining the business - competitive advantage across market life cycle.

Chapter 7: Corporate level strategy - Role of diversification - Forms of diversification - means of diversification - Benefits of diversification - limiting factors of benefits of diversification.

Chapter 8: International level strategy - worldwide perspective - Strategic considerations for MNC's (IBE) - International strategy and competitive advantage.

Chapter 9: Strategy implementation – Activating the strategy, structural implementation, behavioural implementation, functional and operational implementation. Strategic evaluation and control.

Chapter 10: Governance and Ethics - Governance and Ethical issues in strategic management- corporate governance, stakeholder power, corporate social responsibility, business ethics, managing strategic change.

References:

1. Miller Alex- Strategic Management- McGraw Hill

2. Pearce John A and Robinson Richard B-Strategic Management-McGraw Hill.
3. Jauch Lawrence R and Glueck William F- Strategic Management and Business Policy-McGraw Hill
4. Porter Micheal E.-Competitive Strategy- Free Press Publication
5. Daniel J. McCarthy, Robert J. Minichiello, Joseph R. Curran- Business policy and strategy-Richard D Irwin Inc, All India Traveller Bookseller.
6. Bourgeois III L J et.al-Strategic Management- Hardeourt Brace Co.,
7. AzharKazmi-Business Policy and Strategic Management -Tata McGraw Hill
8. KachruUpendra.-Strategic Management – concepts and case-Excel Books.
9. Chandan JS, Gupta NS- Strategic Management- Vikas Publishing House, New Delhi.
10. Nag A- Strategic Management : Analysis, Implementation and control - Vikas Publishing House, New Delhi.
11. Lomash S, Mishra PK- Business policy and Strategic Management- Vikas Publishing House, New Delhi.

