



Strategic Management
Strategic Management
(Core Course)

Semester: I

Credits: 4

Subject Code: MCM12002

Lectures: 48

Course Outcomes:

At the end of this course, the learner will be able to:

- Interpret strategy concepts and models of strategic management to analyze the competitive situation facing a firm
- 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
- Correlate and analyse the basic concepts, principles and practices associated with strategy formulation, implementation and control in diverse organizations
- Demonstrate effective application of concepts, tools & techniques to practical situations for Identifying and solving organisational problems using a strategic management perspective
- Critically analyse and evaluate organizational strategic paradigms at national and international level

Unit 1: Introduction, Nature and Scope of Strategic Management

10

- Meaning, Definition and Scope of Strategic Management
- 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

Unit 2: Strategic Formulation and Analysis

08

- Vision, Mission &objectives, values and cultures
- Analysis of Broad Environment
- Competitive Forces and Strategies
 - Michael Porters Model of Industry Analysis
- Organisational Analysis
 - Organisational Capability Profile
 - Analysis of Strategic Advantage: Resource Audit, Value Chain Analysis, C.K. Prahlad's approach to Core Competences, SWOT Analysis
- Benchmarking

Unit 3: Strategic Choice

12

- Steps in the process of strategic planning

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- 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

Unit 4: Strategic Implementation

10

- 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
- Case Study

Unit 5: Strategic Evaluation and Control:

08

- Evaluating Strategic Performance – Criteria and Problems
- Process Alignment and Realignment of Strategy
- Strategic Control- Concept
- “DuPont” Strategic Control Process
- Role of Strategic Evaluation and Control
- Criteria of Business Success
 - Intervening Criteria
- End Result Criteria

#12 contact hours for Assignments, Visits, Research, Field Studies, etc.

Recommended Basic Reading:

- Aaker David, A. *Strategic Market Management*. John Wiley and Sons, Inc.: New Jersey; 2012.
- Chandrasekaran, N. and Ananthanarayanan, P. S. *Strategic Management*. Oxford University Press: New Delhi; 2011.
- Cherunilam Francis. *Business Policy and Strategic Management*. Himalaya

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Publishing House: Pune; 2015.

- David R Fred., *Strategic Management-Concepts and Cases*. Pearson Education Inc.: New Delhi; 2006.
- Rao, V. S. P., Harikrishna, V. *Strategic Management Text and Cases*. 2006, Excel Books. New Delhi; 2004.

Recommended Reference Books:

- Duhaime Irene, M. Stimpert Larry and Chesley Julie, A. *Strategic Thinking: Today's Business Imperative*. Routledge Taylor and Francis Group: New York (Special Indian Edition); 2012.
- Ghosh, P. K. *Business Policy: Strategic Planning and Management*. Sultan Chand and Sons: New Delhi; 2014.
- Goodman Malcolm and Dingli, Sandra M. *Creativity and Strategic Innovation Management*. Routledge: New Delhi; 2017.
- Ram Pattabhi V. *First Lessons in Strategic Management*. Snow White Publications: Mumbai; 2012.
- Stephen Chen. *Strategic Management of e-Business*. John Wiley and Sons Ltd.: England; 2004.

Journals:

- 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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