

Strategic Management

Course Code	21BA3T1	Year	II	Semester	I
Course Category	Core	Branch	Business Administration	Course Type	Theory
Credits	4	L-T-P	4-0-0	Prerequisites	HRM
Continuous Internal Evaluation	30	Semester End Evaluation	70	Total Marks	100

Course Outcomes		
Upon successful completion of the course, the student will be able to:		
CO1	Identify the forces impacting on corporate and business strategies and be critically aware of factors involved in strategy making.	L3
CO2	Develop strategies and action plans to achieve an organization's vision, mission, and goals and assess the resources and constraints for strategy making in a business context through various strategies.	L3
CO3	Analyze the knowledge and abilities in formulating strategies and strategic plans	L4
CO4	Examine challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry and cultural differences.	L4
CO5	Analyze the competitive situation and strategic dilemma in dealing with dynamic global business environment in terms qualitative and quantitative tools to evaluate in measuring performance.	L4

Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3-High, 2-Medium, 1-Low)													
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2
CO1	3	-	-	-	3	-	-	3	-	-	-	3	-
CO2	3	-	-	-	3	-	-	3	-	-	-	3	-
CO3	3	-	-	-	3	-	-	3	-	-	-	3	-
CO4	3	-	-	-	3	-	-	3	-	-	-	3	-
CO5	3	-	-	-	3	-	-	3	-	-	-	3	-

SYLLABUS		
Unit No.	Contents	Mapped CO
I	Introduction: Concepts in strategic management- Strategic management as a process –Developing a strategic vision- Mission - Objectives- Policies – Factors that shape a company’s strategy – Crafting a strategy; Environmental scanning: Industry and competitive analysis – Methods.	CO1
II	Evaluating company resources and competitive capabilities: Strategy and competitive advantage- Strategies and competitive advantages in diversified companies and its evaluation; Strategic Analysis and Choice: Tools and techniques- Porter's Five Force Model- BCG Matrix-GE Model - Balanced Scorecard.	CO1 CO2
III	Strategy Formulation: Strategy framework for analyzing competition- Porter’s value chain analysis- Competitive advantage of a firm - Exit and entry barriers - Formulation of strategy at corporate, business and functional levels. Types of strategies - Restructuring and diversification strategies: Turnaround	CO2 CO3

	Strategy- strategies for Mergers – Acquisitions - Takeovers and Joint Ventures; Diversification Strategy - types of diversification strategies; concept of core competence - Tailoring strategy to fit specific industry.	
IV	Strategy Implementation: Resource allocation and procedural issues - Leadership and corporate culture- Values - Strategy and Structure - Strategic Leadership and Style - Key Strategic Leadership Actions - Strategies for competing in Globalizing markets and internet economy.	CO2 CO4
V	Strategy Evaluation and control: Role of the strategist in establishing strategic controls - Organisational systems and Techniques of strategic evaluation. Measuring performance - Using qualitative and quantitative benchmarking to evaluate performance - Strategic information systems – Problems in measuring performance – Strategic surveillance -strategic audit.	CO4 CO5
Case Study Compulsory. Relevant cases have to be discussed in each unit.		

Learning Resources

Text Books:

1. Azhar Kazmi (2009), “Strategic Management and Business Policy”, 3rd Edition, Tata McGraw Hill, 2009.
2. Subba Rao. P(2014), “Business Policy and Strategic Management”, 2nd Revised Edition, Himalaya Publishing House, New Delhi.

Reference Books:

1. Adrian Haberberg & Alison (2009), “Strategic Management”, Oxford University Press, New Delhi.
2. Amita Mital (2008), “Cases in Strategic Management”, Tata McGraw Hill, New Delhi.
3. Appa Rao, Parvatheshwara Rao, Shiva Rama Krishna (2008), “Strategic Management and Business Policy”, Excel Books, New Delhi.
4. Hiriyappa B (2008), “Strategic Management”, New Age Internationals, New Delhi.
5. Mathur U.C (2009), “Strategic Management”, MacMillan Publishers, New Delhi.
6. Srinivasan R (2009), “Strategic Management”, PHI Learning, New Delhi.
7. Thompson & Strickland (2003), “Strategic Management”, Concepts and Cases. Tata McGraw-Hill, 12/e, New Delhi.
8. Vijaya Kumar P. Hitt A. (2010), “Strategic Management”, Cengage learning, New Delhi, 2010.

e- Resources & other digital material:

1. <https://nptel.ac.in/courses/110108047>
2. <http://www.nitttrc.edu.in/nptel/courses/video/110108047/110108047.html>