



Strategic Management
Strategic Management
(Core Course)

Semester: I	Credits: 4	Subject Code: MCM12002	Lectures: 48
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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
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • Vision, Mission & objectives, values and cultures • Analysis of Broad Environment • Competitive Forces and Strategies <ul style="list-style-type: none"> ○ Michael Porters Model of Industry Analysis • Organisational Analysis <ul style="list-style-type: none"> ○ 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
<ul style="list-style-type: none"> • Steps in the process of strategic planning 	

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<ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> ○ 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 	
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Unit 4: Strategic Implementation	10
<ul style="list-style-type: none"> • Components of Strategic Implementation and Execution • Structural Implementation: <ul style="list-style-type: none"> ○ Strategy-Structure Relationship • Functional Implementation: <ul style="list-style-type: none"> ○ Role of leadership in Strategic Management • Functional Strategies <ul style="list-style-type: none"> ○ Production ○ Human Resource ○ Finance ○ Marketing ○ Research & Development • Case Study 	

Unit 5: Strategic Evaluation and Control:	08
<ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> ○ Intervening Criteria • End Result Criteria 	

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

Recommended Basic Reading:
<ul style="list-style-type: none"> • Aaker David, A. <i>Strategic Market Management</i>. John Wiley and Sons, Inc.: New Jersey; 2012. • Chandrasekaran, N. and Ananthanarayanan, P. S. <i>Strategic Management</i>. Oxford University Press: New Delhi; 2011. • Cherunilam Francis. <i>Business Policy and Strategic Management</i>. 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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Faculty	Ms. Shanthi Fernandes	<i>Shanthi</i> 15/6/20
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Subject Expert (Outside SPPU)	Prof. Sumita Joshi	<i>Sumita</i> 15/6/20
VC Nominee	Dr. Shubhangi Joshi	<i>Shubhangi</i> 15/6/20
Industry Expert	Mr. Sanjay Kulkarni	<i>Sanjay</i> 15/6/20
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