

## STRATEGIC MANAGEMENT

*The objective of this course is to learn the main concepts related to Corporate, Business and Functional Strategies, methods and tools which are used in the strategy formulation and implementation processes, identify the business situations in which they can be applied most effectively and to provide them with the conceptual and analytical frameworks available for the purpose.*

**UNIT 1:** Basic Concepts of Strategic Management: *Definition and nature*; Basic model and the process of strategic management; *Benefits and limitations of strategic management*; Business Vision, Mission and Objectives; Contents and characteristics of corporate Mission Statements.

**UNIT 2:** Environment and Resources Analysis: *Environmental analysis, Industry and Competitive Analysis*, Porter's Five Forces Model, Internal Analysis, SWOT Analysis, Value Chain Analysis.

**UNIT 3:** Strategy Formulation: Developing alternative strategies, *Types of strategies*; *Corporate strategy, Business strategy, Functional strategy and Global Strategy*. Michael Porter's Generic Business strategies, Ansoff's Product-Market Matrix.

**UNIT 4:** Strategic Choice: Strategic Analysis and Choice; *Portfolio analysis and its limitation*; BCG matrix and GE nine-cell matrix.

**UNIT 5:** Strategic Implementation and Control: Issues in implementation; *Formulation of short-term objectives*; *Resource allocation*; *Organizational structure*; Strategic leadership; Strategy supportive culture; Managing strategic change; Strategic evaluation and control.

### Case analysis

### Recommended Book:

1. Fred R. David, Strategic Management, Prentice Hall, New Delhi, 2007.

### Reference Books:

1. Pearce and Robinson, Strategic Management, McGraw Hill, New York, 2007.
2. Michael Porter, Competitive Strategy, Harvard University Press, New York, 2007.
3. Arthur Sharplin, Strategic Management, Tata Mc Graw Hill, New Delhi, 2007.
4. Glueck and Janch, Business Policy and Strategic Management, Mc Graw Hill Publishing, New York, 2004.
5. Kazmi, Azhar: Business Policy and Strategic Management, Tata Mc Graw Hill, New Delhi, 2008.
6. C. Appa Rao, B. Parvathiswara Rao and K. Sivaramakrishna., Strategic Management and Business policy-Text and Cases: Excel Books, New Delhi.

### Journals

1. Global Business Review, International Management Institute, New Delhi.
2. Indian Management, AIMA, New Delhi
3. Vikalpa, IIM, Ahmedabad.
4. Management Review, IIM, Bangalore