

III BBA-I SEMESTER

17BB301-STRATEGIC MANAGEMENT

Course Description and Objective:

To develop an understanding of strategic management concepts and techniques. Students will learn strategy formulation and various types of strategies, strategy implementation issues and strategy evaluation process.

Learning Outcomes

By the end of this course it is expected that the student will be able to:

1. Understand basic concepts of strategic management
2. Internal and external environment analysis to formulate strategies
3. Strategic analysis and choice- BCG, GE matrix and port folio analysis
4. Strategy formulation and various types of strategies
5. Strategy implementation issues
6. Strategy evaluation process

UNIT-I

- 10 Hrs

Introduction to Strategic Management: Concept of Strategy; Mintzberg's 5Ps of Strategy; Strategic Decision Making; Strategic Management Process; Strategic Intent ,Concept of Stretch, Leverage and fit; Vision &Mission, Goals and Objectives; Need for Balanced Scorecard Strategists and their roles.

UNIT-II

- 10 Hrs

Strategic purpose, environment and resource analysis: External Environmental analysis; industry analysis; competitive analysis: porter's five forces model; internal analysis; SWOT Analysis; the value chain analysis; core competence and competitive advantage

UNIT-III

- 10 Hrs

Strategy formulation: Strategic Analysis and Choice-Port folio analysis: BCG, GE, Directional Policy and Hofer's Matrices; corporate strategy , mergers and acquisitions, business strategy, global strategy

UNIT-IV

- 10 Hrs

Strategy Implementation: Strategy implementation issues; Resource Allocation; Structural Considerations and Organisational Design; Strategic Leadership and Corporate Culture; Managing change; Functional and Operational Strategies; Plans and Policies

UNIT-V

- 10 Hrs

Strategy Evaluation: Importance and Nature of Strategic Evaluation; Strategic and Operational Control; Evaluation Process for Operational Control; Evaluation Techniques for Strategic and Operational Control.

Skill Development:

(These activities are only indicative, the Faculty member can innovate)

1. Select a high profile industry such as IT or Entertainment Industry. Identify major Competitors and analyze the type of corporate level of strategies being used by firms.
2. Identify a business group (e.g. Reliance) that has relied extensively on Backward Integration as expansion corporate level strategy. Analyze reasons why company chose to do so.
3. List a few recent instances of Indian companies that adopted diversification strategies and make observations on why these companies diversified and types of diversification used.
4. Pick up several business magazines. Locate corporate reports of different types of companies according to different factors such as industry – size or type. Analyze these reports to identify types of corporate level strategies – the companies chosen by you are employing.
5. Analyze the following trends and extrapolate their implications for strategy formulation within companies (i) rising population (ii) crisis in higher education sector (iii) spread of Internet culture (iv) deplorable state of public utilities.

Text Books:

1. Azar kazmi “Business Policy and Strategic Management”, TMH, New Delhi, 2008.
2. Appa Rao C, Business Policy and Strategic Management, Excel publishers, 2008.

Reference Books:

1. Thomposn & Strickland: Strategic Management, Concepts and Cases. Tata McGraw-Hill, 12/e, New Delhi, 2007.
2. Gregory Dess and G.T. Lumpkin, Strategic Management – Creating Competitive Advantage, McGraw Hill International, 2006.
3. Lawrence R Jauch, R. Gupta & William F. Glueck: Business Policy and Strategic Management, Frank Bros. Delhi, 2006.