

MB401: Strategic Management

Learning Objectives:

- To expose students to various perspectives and concepts in the field of Strategic Management
- The course would enable the students to understand the principles of strategy formulation, implementation and control in organizations.
- To help students develop skills for applying these concepts to the solution of business problems
- To help students master the analytical tools of strategic management

Unit – I: Strategic Management Inputs:

Strategic Management: Definition and Purpose, Developing a Strategic Vision, Mission Statement, Establishing Objectives, Crafting & Executing Strategy. Concept of Strategic Intent, Elements of Strategic Management: Strategic Choices, Strategy in action.

Unit – II: Environment Analysis:

Strategic Position: Evaluating a Company's External Environment, Relevant components of External Environment, Creating the Environmentally Aware Organization; Industry Analysis- Threats, Industry Competition, Sources of Competition-Competitor Analysis; Porter's Diamond Model, Porter's Five Forces Model; Internal environment, Strategic Capability, Evaluating a Company's Resources and Competitive Position, Value-Chain Analysis, Resources, Capabilities and Core Competencies.

Unit – III: Strategic Competitiveness:

Business Level Strategy-Creating and Sustaining Competitive Advantages: Strategy and Competitive Advantage, Competitive Strategy in Hypercompetitive Conditions- Industry Life Cycle Stages: Strategic Implications, Tailoring Strategy to Fit Specific Industry and Company Situations-Strategies for Competing in Emerging Industries, High Velocity Markets, Maturing Industries, Stagnant Industries, and Fragmented Industries.

Unit – IV: Strategic Alternatives:

Corporate Level and International Strategy: Creating Value through Diversification-Related Diversification-Vertical Integration Strategies, Unrelated Diversification, Unbundling and Outsourcing Strategies, using Offensive and Defensive Strategies. Outsourcing, Various activities for Outsourcing, Benefits of Outsourcing, Growth and Drivers of Outsourcing, Diversification-Merger and Acquisition strategies, Strategic Alliances.

Unit – V: Strategic Implementation & Emerging Trends

Strategic Execution, Strategic Control, Corporate Culture, Strategic Leadership, Strategic Entrepreneurship, Corporate Governance, Corporate Social Responsibility and Introduction to Sustainable Development and Sustainability Reporting

Suggested Books:

1. Exploring Corporate Strategy, Gerry Johnson, Kevan Scholes, Richard Whittington, 2009, Pearson Ed Ltd, United Kingdom, 2nd Ed.
2. Crafting and Executing Strategy Arthur A Thompson Jr, Strickland A.J., John E. Gamble and Arun K. Jain, McGraw Hill Education Private Limited, New Delhi.
3. Strategic Management Michael Hitt, Ireland, Hoskission, 2010, Cengage Learning, NewDelhi.
- 4 .Strategic Management – Concepts and Cases, Fred R. David, 2010, PHI Learning, New Delhi.
5. Business Policy and Strategic Management (Text and Cases) , Subba Rao, P 2010,

Learning Outcomes :

At the end of the course students would be able to:

- Understand the basic concepts and principles of strategic management analyse the internal and external environment of business
- Develop and prepare organizational strategies that will be effective for the current business environment
- Devise strategic approaches to managing a business successfully in a global context