

## **BA3T1- Strategic Management**

- Unit 1- Introduction:** Concepts in strategic management- Strategic management as a process – Developing a strategic vision- Mission- Objectives- Policies – Factors that shape a company's strategy - Environmental scanning: Industry and competitive analysis – Methods.
- Unit 2- Evaluating company resources and competitive capabilities** – SWOT analysis – 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.
- Unit 3- 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 – Tailoring strategy to fit specific industry; Diversification strategies: Turnaround Strategy- strategies for Mergers- Acquisitions- Takeovers and Joint Ventures - The concept of core competence- Strategies and competitive advantage in diversified companies
- Unit 4- Strategy Implementation:** Resource allocation and procedural issues - Organisation structure and systems in strategy implementation; Leadership and corporate culture- Values - Strategy and Structure- Strategic Leadership and Style - Determining strategic Directions –Strategy and culture connection - Operationalising and institutionalizing strategy - Strategies for competing in Globalising markets and internet economy.
- Unit 5- Strategy Evaluation and control:** Role of the strategist in establishing strategic controls -Measuring performance – Using qualitative and quantitative benchmarking to evaluate performance - Strategic information systems – Problems in measuring performance – Strategic surveillance -strategic audit.

Relevant cases have to be discussed in each unit.

### **Text Books**

1. Kazmi, "Strategic Management and Business Policy", Tata McGraw Hill, 2009
2. Subba Rao P, "Business Policy and Strategic Management", Himalaya Publishing House, New Delhi, 2010

### **References**

1. Adrian Haberberg & Alison, "Strategic Management", Oxford University Press, New Delhi, 2009.
2. Amita Mital, "Cases in Strategic Management", Tata McGrawHill, New Delhi, 2008.
3. Appa Rao, Parvatheshwar Rao, Shiva Rama Krishna, "Strategic Management and Business Policy", Excel Books, New Delhi, 2008.
4. Hiriyappa B, "Strategic Management", New Age International, New Delhi, 2008.
5. Mathur U.C, "Strategic Management", MacMillan Publishers, New Delhi, 2009.
6. Peter Fitxroy, "Strategic Management", Wiley India, New Delhi, 2009.
7. Srinivasn R, "Strategic Mangement", PHI Learning, New Delhi, 2009.
8. Thompson & Strickland, "Strategic Management", Concepts and Cases. Tata McGraw-Hill, 12/e, New Delhi, 2003.
9. Vijaya Kumar P. Hitt A, "Strategic Management", Cengage learning, New Delhi, 2010.