

CM681: Strategic Management

Teaching Scheme			Credits	Marks Distribution				Total Marks
L	T	P		Theory Marks		Practical Marks		
				ESE	CE	ESE	CE	
3	2	0	5	70	30	30	20	150

Course Content:

Sr. No.	Topics	Teaching Hrs.
1	<p><u>Strategy and Process:</u></p> <p>Conceptual framework for Strategic Management, The Concept of Strategy and the Strategy Formation Process, Stakeholders in business, Vision, Mission and Purpose, Business definition, Objectives and Goals, Corporate Governance and Social responsibility, Case study.</p>	07
2	<p><u>Competitive Advantage:</u></p> <p>External Environment, Porter's Five Forces Model, Strategic Groups Competitive Changes during Industry Evolution, Globalization and Industry Structure, National Context and Competitive advantage Resources, Capabilities and competencies, Core competencies, Low cost and differentiation Generic Building Blocks of Competitive Advantage, Distinctive Competencies, Resources and Capabilities durability of competitive Advantage, Avoiding failures and sustaining competitive advantage, Case study.</p>	07
3	<p><u>Strategies:</u></p> <p>The generic strategic alternatives, Stability, Expansion, Retrenchment and Combination strategies, Business level strategy, Strategy in the Global Environment, Corporate Strategy, Vertical Integration, Diversification and Strategic Alliances, Building and Restructuring the corporation, Strategic analysis and choice, Environmental Threat and Opportunity Profile (ETOP), Organizational Capability Profile, Strategic Advantage Profile, Corporate Portfolio Analysis , SWOT Analysis, GAP Analysis, Mc Kinsey's 7s Framework, GE 9 Cell Model, Distinctive competitiveness, Selection of matrix, Balance Score Card, case study.</p>	07

4	<u>Strategy Implementation & Evaluation:</u>	07
	The implementation process, Resource allocation, Designing organizational structure, Designing Strategic Control Systems, Matching structure and control to strategy, Implementing Strategic change, Politics, Power and Conflict, Techniques of strategic evaluation & control, Case study.	
5	<u>Other Strategic Issues:</u>	07
	Managing Technology and Innovation, Strategic issues for Non Profit organizations, New Business Models and strategies for Internet Economy, case study	
6	<u>Alternate Strategic:</u>	07
	Alternate strategy, Joint sector, existing government policies with respect to PPP mode, case study.	

Total Hrs.	42
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Reference Books:

1. William F Glueck and L. R. Jauch, “*Business policy and strategy*”, McGraw Hill.
2. Steiner G and J. Miner, “*Management policy and strategy*” Macmillan New York.
3. Dasgupta A. and Sen Guha, “*Government and Business in INDIA*”, Allied publishers, Calcutta.
4. Miles M. and C Snow, “*Organization Strategy structure and processes*” McGraw Hill.
5. Hofer C. and D. Vencil, “*Strategic planning systems*” Englewood cliffs.
6. Neil Ritson and Ventus, “*Strategic Management*”, publishing.
7. G. Sudarsana Reddy and K. Aswathappa, “*Strategic Management concepts and cases*”, Himalaya publishing house.
8. Srinivasan, “*Strategic Management: The Indian Context*”, 3rd Ed, PHI learning pvt. Ltd.