



**Strategic Management**  
**Strategic Management**  
**(Core Course)**

<b>Semester: I</b>	<b>Credits: 4</b>	<b>Subject Code: MCM12002</b>	<b>Lectures: 48</b>
--------------------	-------------------	-------------------------------	---------------------

**Course Outcomes:**

At the end of this course, the learner will be able to:

- Interpret strategy concepts and models of strategic management to analyze the competitive situation facing a firm
- Relate to and apply the key concepts and frameworks that explain the reasons and ways for a firm to obtain and sustain a competitive advantage
- Correlate and analyse the basic concepts, principles and practices associated with strategy formulation, implementation and control in diverse organizations
- Demonstrate effective application of concepts, tools & techniques to practical situations for Identifying and solving organisational problems using a strategic management perspective
- Critically analyse and evaluate organizational strategic paradigms at national and international level

<b>Unit 1: Introduction, Nature and Scope of Strategic Management</b>	<b>10</b>
<ul style="list-style-type: none"> <li>• Meaning, Definition and Scope of Strategic Management</li> <li>• Approaches to Strategic Decision Making</li> <li>• Roles of Different Strategists</li> <li>• Strategic Management Process</li> <li>• Principles of Good Strategy</li> <li>• Relevance of Strategic Management</li> <li>• Limitations of Strategic Management</li> <li>• International Vs. Indian Strategic Management</li> </ul>	

<b>Unit 2: Strategic Formulation and Analysis</b>	<b>08</b>
<ul style="list-style-type: none"> <li>• Vision, Mission &amp; objectives, values and cultures</li> <li>• Analysis of Broad Environment</li> <li>• Competitive Forces and Strategies <ul style="list-style-type: none"> <li>◦ Michael Porters Model of Industry Analysis</li> </ul> </li> <li>• Organisational Analysis <ul style="list-style-type: none"> <li>◦ Organisational Capability Profile</li> <li>◦ Analysis of Strategic Advantage: Resource Audit, Value Chain Analysis, C.K. Prahlad's approach to Core Competences, SWOT Analysis</li> </ul> </li> <li>• Benchmarking</li> </ul>	

<b>Unit 3: Strategic Choice</b>	<b>12</b>
<ul style="list-style-type: none"> <li>• Steps in the process of strategic planning</li> </ul>	

<b>Board of Studies</b>	<b>Name</b>	<b>Signature</b>
Chairperson (HoD)	Dr. Rama Venkatachalam	<i>Rama Venkat</i>



<ul style="list-style-type: none"> <li>• Generating Strategic Alternatives</li> <li>• Strategic options at Corporate Level – Stability, Growth and Defensive Strategies</li> <li>• External Growth Strategies –Merger, Acquisition, Joint Venture and Strategic Alliance</li> <li>• Evaluation of Strategic Alternatives – Product Portfolio Models. Selection of a suitable Corporate Strategy</li> <li>• Strategic Planning in the Next Millennium <ul style="list-style-type: none"> <li>○ Transient nature of strategic competitiveness</li> <li>○ Hyper competition</li> <li>○ Transition from an Industrial to a Knowledge Based Society</li> <li>○ Diversity in the Workforce</li> <li>○ Complexity of the Strategic Management Environment</li> </ul> </li> </ul>	
---	--

<b>Unit 4: Strategic Implementation</b>	<b>10</b>
<ul style="list-style-type: none"> <li>• Components of Strategic Implementation and Execution</li> <li>• Structural Implementation: <ul style="list-style-type: none"> <li>○ Strategy-Structure Relationship</li> </ul> </li> <li>• Functional Implementation: <ul style="list-style-type: none"> <li>○ Role of leadership in Strategic Management</li> </ul> </li> <li>• Functional Strategies <ul style="list-style-type: none"> <li>○ Production</li> <li>○ Human Resource</li> <li>○ Finance</li> <li>○ Marketing</li> <li>○ Research &amp; Development</li> </ul> </li> <li>• Case Study</li> </ul>	

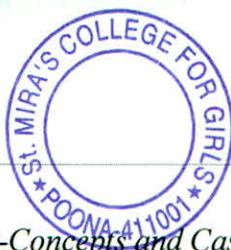
<b>Unit 5: Strategic Evaluation and Control:</b>	<b>08</b>
<ul style="list-style-type: none"> <li>• Evaluating Strategic Performance – Criteria and Problems</li> <li>• Process Alignment and Realignment of Strategy</li> <li>• Strategic Control- Concept</li> <li>• “DuPont” Strategic Control Process</li> <li>• Role of Strategic Evaluation and Control</li> <li>• Criteria of Business Success <ul style="list-style-type: none"> <li>○ Intervening Criteria</li> </ul> </li> <li>• End Result Criteria</li> </ul>	

**#12 contact hours for Assignments, Visits, Research, Field Studies, etc.**

**Recommended Basic Reading:**

- Aaker David, A. *Strategic Market Managemen*. John Wiley and Sons, Inc.: New Jersey; 2012.
- Chandrasekaran, N. and Ananthanarayanan, P. S. *Strategic Management*. Oxford University Press: New Delhi; 2011.
- Cherunilam Francis. *Business Policy and Strategic Management*. Himalaya

Board of Studies	Name	Signature
Chairperson (HoD)	Dr. Rama Venkatachalam	<i>Rama Venkatachalam</i>



Publishing House: Pune; 2015.

- David R Fred., *Strategic Management-Concepts and Cases*. Pearson Education Inc.: New Delhi; 2006.
- Rao, V. S. P., Harikrishna, V. *Strategic Management Text and Cases*. 2006, Excel Books. New Delhi; 2004.

### Recommended Reference Books:

- Duhaime Irene, M. Stimpert Larry and Chesley Julie, A. *Strategic Thinking: Today's Business Imperative*. Routledge Taylor and Francis Group: New York (Special Indian Edition); 2012.
- Ghosh, P. K. *Business Policy: Strategic Planning and Management*. Sultan Chand and Sons: New Delhi; 2014.
- Goodman Malcolm and Dingli, Sandra M. *Creativity and Strategic Innovation Management*. Routledge: New Delhi; 2017.
- Ram Pattabhi V. *First Lessons in Strategic Management*. Snow White Publications: Mumbai; 2012.
- Stephen Chen. *Strategic Management of e-Business*. John Wiley and Sons Ltd.: England; 2004.

### Journals:

- Krzakiewicz, K., & Cyfert, S. (2017) , *Dynamic capabilities in strategic choice processes within organisations*, Management, 21(1), 7-19.
- Hough Johan, Liebig Konrad, *An Analysis of Strategic Alignment Tools*, Corporate Ownership & Control, Volume 10, Issue 2 Continued-3, 2013, 591-603

### Websites:

- [https://www.researchgate.net/profile/Marjorie\\_Lyles/publication/43294810\\_The\\_Choice\\_of\\_International\\_Strategies\\_By\\_Small\\_Businesses/links/55e0678308aede0b572df401.pdf](https://www.researchgate.net/profile/Marjorie_Lyles/publication/43294810_The_Choice_of_International_Strategies_By_Small_Businesses/links/55e0678308aede0b572df401.pdf)
- [https://digital.qbslearning.com/assets/corporatelearning/rapidauthoring/thestrategicflow/story\\_content/external\\_files/hbr-implementingastrategywithoutdisruption.pdf](https://digital.qbslearning.com/assets/corporatelearning/rapidauthoring/thestrategicflow/story_content/external_files/hbr-implementingastrategywithoutdisruption.pdf)

Board of Studies	Name	Signature
Chairperson (HoD)	Dr. Rama Venkatachalam	<i>Rama Venkar</i> 15/6/20
Faculty	Ms. Jyoti Chintan	<i>J Chintan</i> 15/6/20
Faculty	Dr. Dimple Buche	<i>Dimple</i> 15/6/20
Faculty	Ms. Rajni Singh	<i>Rajni</i> 15/6/20
Faculty	Ms. Shanthi Fernandes	<i>Shanthi</i> 15/6/20
Subject Expert (Outside SPPU)	Dr. Shrirang Kandalgaonkar	<i>Shrirang</i> 15/6/20
Subject Expert (Outside SPPU)	Prof. Sumita Joshi	<i>Sumita</i> 15/6/20
VC Nominee	Dr. Shubhangi Joshi	<i>Shubhangi</i> 15/6/20
Industry Expert	Mr. Sanjay Kulkarni	<i>Sanjay</i> 15/6/20
Alumni	Ms. Shivani Sinha	<i>Shivani</i> 15/6/20

Board of Studies	Name	Signature
Chairperson (HoD)	Dr. Rama Venkatachalam	<i>Rama Venkar</i>