

COURSE CODE: 1CM2010301	COURSE TITLE: STRATEGIC MANAGEMENT
SEMESTER-3 COURSE TYPE : CORE COURSE	
COURSE OBJECTIVE: To make aware with strategic corporate environment and to improve decision making ability of students in situations of uncertainty in a dynamic and competitive business environment.	

Teaching Scheme (Hours per week)		Evaluation Scheme (Marks)		
Lectures	Credit	University Assessment	Institutional Assessment	Total
4	4	60	40	100

Unit	Topic and contents	Hours	Wt. (%)
1.	(A) Introduction to Strategic Management: (1) Meaning and features of strategy and strategy management, (2) Importance and risks of strategic management, (3) Strategic management process model and levels of strategy. (4) Meaning of goal and objective, mission, target and vision, characteristics and importance of mission, factors affecting on formation of mission.	8	12.5%
	(B) Environmental Analysis: (1) Definition and features of business environment, (2) Brief concept of external environmental factors, (3) Meaning and process of environmental scanning and appraisal, (4) Brief concept of internal environmental factors. (5) Porter's concept of industry analysis, (6) Concept of value chain analysis and concept of SWOT analysis.	7	12.5%
2.	(A) Strategy Formulation: (1) Brief concept of grand strategies - stability strategies, expansion strategies, retrenchment strategies and combination strategies (2) Various alternative strategies – modernization strategies, diversification strategies, integration strategies, merger strategies, take over strategies, joint venture strategies, turn around strategies, divestment strategies and liquidation strategies.	8	12.5%
	(B) Functional Strategies: Brief Explanation of (1) Marketing, (2) Production, (3) Research and Development, (3) Human Resources and (4) Financial policies and plans.	7	12.5%
3.	(A) Strategic Choice: (1) Meaning and process of strategic choice, (2) Factors affecting strategic choice, (3) Methods for evaluating alternative strategies – BCG Matrix, G.E. nine cell planning grid, SPACE, Hoffar product/market growth matrix and bench marking.	8	12.5%
	(B) Strategy Implementation: (1) Inter relationship between strategy formulation and strategy implementation, (2) brief concept of issues in strategy implementation and resistance to effective implementation of	7	12.5%

	strategy. (3) Role of CEO for effective strategy formulation and implementation.		
4.	(A) Strategy and Structure: Various organization structures for strategy implementation – (1) Functional structure, (2) Multi divisional structure, (3) Strategic business units structure, (4) Matrix structure and (5) Network organization structure	8	12.5%
	(B) Strategic Evaluation and Control: (1) Concept of strategic evaluation and control, (2) Types of strategic control, (3) Types of operational control and (4) Strategic control v/s Operational control	7	12.5%

Reference Books:

1. Azhar Kazmi, Business Policy and Strategic Management, TATA Mc Graw Hill.
2. Bhattachary S. K. and Venkatramin, Managing Business Enterprises: Strategies, Structure and Systems, Vikas Publishing House, New Delhi.
3. Coulter Mary K, Strategic Management in Action, Prentice Hall, New Delhi.
4. Fred R. David, strategic Management Concepts and cases, PHI.
5. Glueck, Williams F. and Lawrence, Business Policy and Strategic Management, Tata McGraw Hill, New Delhi.
6. John A. Pearce & Richard B. Robbin, Strategic Management, AITBS Publications.
7. Michal E. Porter, The Competitive Strategy, Macmillan, New Delhi
8. Patel D.R and Prajapati B. A. Strategic Management, Atul Prakashan, Ahmedabad.
9. Porter. M Competitive Strategic techniques for analyzing industries and competitor, the free Press, New York.
10. Srinivastava, Management policy and strategic management, Himalaya Publications.
11. Subba Rao. P, Business Strategic Management, Himalaya Publications.
12. Thomas L. Wheelen, J. David Hunger, Krish Rangarajan, Concept in strategic management and business policies, PHI
13. Viramgami H.S., Strategic Management, APH Publishing Corporation.