

Semester	III	Specialization	NA
Course Code	301	Type	Generic - Core
Course Title	Strategic Management		

Course Objectives:

1	To expose participants to various perspectives and concepts in the field of Strategic Management
2	To help participants develop skills for applying these concepts to the solution of business problems
3	To help students master the analytical tools of strategic management.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>1.1 Understanding Strategy: Concept of strategy, Corporate, Business and Functional Levels of Strategy.</p> <p>1.2 Introduction to Strategic Management: Meaning and Characteristics of strategic management, strategic management Vs. operational management.</p> <p>1.3 Four Phases in Strategic Management Process: Stakeholders in business and their roles in strategic management.</p> <p>1.4 Hierarchy of Strategic Intent: Meaning & attributes of strategic intent, Meaning of Vision, Process of envisioning, Meaning of mission, difference between vision & mission, characteristics of good mission statements, Business definition using Abell's three dimensions, objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA).</p> <p>1.5 Analyzing Company's External Environment: Environmental appraisal Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP).</p> <p>Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers, Strategic Group analysis.</p>	7 + 2

2	<p>2.1 Analyzing Company's Internal Environment: Resource based view of a firm, meaning, types & sources of competitive advantage, analyzing Company's Resources and Competitive Position, VRIO Framework, competitive advantage, competitive parity & competitive disadvantage, Core Competence, characteristics of core competencies, Distinctive competitiveness, Benchmarking as a method of comparative analysis.</p> <p>2.2 Value Chain Analysis Using Porter's Model: primary & secondary activities.</p> <p>2.3 Organizational Capability Profile: Strategic Advantage Profile, Concepts of stretch, leverage & fit, ways of resource leveraging –concentrating, accumulating, complementing, conserving, recovering.</p> <p>2.4 Portfolio Analysis: Business Portfolio Analysis - BCG Matrix – GE 9 Cell Model.</p>	7 + 2
3	<p>3.1 Generic Competitive Strategies: Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy.</p> <p>3.2 Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment – Turnaround, Divestment, Liquidation, Outsourcing Strategies.</p>	7 + 2
4	<p>4.1 Strategy Implementation: Components of a strategic plan, barriers to implementation of strategy, Mintzberg's 5 Ps – Deliberate & Emergent Strategies, Mc Kinsey's 7s Framework.</p> <p>4.2 Organization Structures for Strategy Implementation: entrepreneurial, functional, divisional, SBU, Matrix, Network structures, Cellular/ Modular organization, matching structure to strategy, organizational design for stable Vs. turbulent environment,</p> <p>4.3 Changing Structures & Processes: Reengineering & strategy implementation – Principles of Reengineering, Six Sigma – Process consisting of defining, measuring, analyzing, improving & establishing steps, Lean Six Sigma (Concepts only).</p> <p>4.4 Corporate Culture: Building Learning organizations, promoting participation through technique of Management by Objectives (MBO), Total Quality Management (TQM).</p> <p>4.5 Strategy Evaluation: Operations Control and Strategic Control - Symptoms of malfunctioning of strategy –Use of Balanced Scorecard for strategy evaluation.</p>	7 + 2
5	<p>5.1 Blue Ocean Strategy: Difference between blue & red ocean strategies, principles of blue ocean strategy, Strategy Canvas & Value Curves, Four</p>	7 + 2

	<p>Action framework.</p> <p>5.2 Business Models: Meaning & components of business models, new business models for Internet Economy– E-Commerce Business Models and Strategies – Internet Strategies for Traditional Business –Virtual Value Chain.</p> <p>5.3 Sustainability & Strategic Management: Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management, meaning of triple bottom line, people-planet-profits.</p>	
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Learning Resources:		
1	Text Books	Strategic Management and Business Policy by Azhar Kazmi, Tata McGraw-Hill, Third Edition.
2	Reference Books	<p>Strategic Management by Ireland, Hoskisson & Hitt, Indian Edition, Cengage Learning, 2008 Edition</p> <p>Crafting and Executing Strategy- The Quest for Competitive Advantage by Thompson, Strickland, Gamble & Jain, Tata McGraw-Hill, 16th Edition</p> <p>Concepts in Strategic Management & Business Policy by Thomas L. Wheelen & J. David Hunger, Pearson, 12th ed.,</p> <p>Strategic Management by Dr. Yogeshwari L. Giri</p>
3	Supplementary Reading Material	<p>The Essentials, Harvard Business Press, 2011 Edition</p> <p>Competitive Strategy: Techniques for Analyzing Industries and Competitors by Michael E. Porter, First Free Press Edition, 1980</p> <p>Competing for the Future by Gary Hamel & C.K. Prahalad, TMGH.</p> <p>Blue Ocean Strategy by Kim & Mauborgne</p>
4	Websites	<p>http://www.thepalladiumgroup.com</p> <p>http://www.mckinsey.com</p>
	Journals	<p>Managing Core Competence of the Organization by Srivastava, Shirish C., Vikalpa: The Journal for Decision Makers, Oct-Dec2005, Vol. 30 Issue 4</p> <p>Core Competence, Distinctive Competence, and Competitive Advantage: What Is the Difference? by Mooney, Ann. Journal of Education for Business, Nov/Dec2007, Vol. 83 Issue 2</p> <p>The Five Competitive Forces That Shape Strategy by Porter, Michael E., Harvard Business Review, Jan2008, Vol. 86 Issue 1</p>

		<p>Strategy & Society: The Link Between Competitive Advantage and Corporate Social Responsibility by Porter, Michael E.; Kramer, Mark R., Harvard Business Review, Dec2006, Vol. 84 Issue 12</p> <p>From Competitive Advantage to Corporate Strategy by Porter, Michael E., McKinsey Quarterly, Spring88, Issue 2</p> <p>Strategy and the Internet by Porter, Michael E., Harvard Business Review, Mar2001, Vol. 79 Issue 3</p> <p>What Is Strategy? by Porter, Michael E., Harvard Business Review, Nov/Dec96, Vol. 74 Issue 6</p> <p>The Strategy Concept I: Five Ps For Strategy by Mintzberg, Henry., California Management Review, Fall1987, Vol. 30 Issue 1</p> <p>The Strategy Concept II: Another Look at Why Organizations Need Strategies by Mintzberg, Henry. , California Management Review, Fall1987, Vol. 30 Issue 1</p> <p>The Pitfalls of Strategic Planning by Mintzberg, Henry., California Management Review, Fall1993, Vol. 36 Issue 1</p> <p>Crafting strategy by Mintzberg, Henry; Hunsicker, J. Quincy. , McKinsey Quarterly, Summer88, Issue 3</p> <p>The GE-McKinsey Nine-box Framework, McKinsey Quarterly, 2008, Issue 4</p> <p>Reliance Telecom: Related or Unrelated Diversification? A Case Study by Sen, Subir, South Asian Journal of Management, Apr-Jun2011, Vol. 18 Issue 2</p> <p>Competing Today While Preparing for Tomorrow by Abell, Derek F., Sloan Management Review, Spring99, Vol. 40 Issue 3</p>
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