

Semester: VII				
Course Title: Strategic Management				
Course Code: C4BC230741T				Credits: 5
Category: Major Core				
Theory/Practical/Composite : Theory				
<p>Course Overview: This course provides a comprehensive understanding of Strategic Management with a focus on the formulation, implementation, and evaluation of strategies within organization. It is designed to explore strategic intent, examine principles, techniques and environmental analysis, and discuss the theory and practice of strategy formulation and implementation. The course also emphasizes modern approaches like strategies to be adopted in a VUCA environment, performance measurement, and strategic evaluation for sustained competitive advantage. It's a management technique used to prepare the organisation for the unforeseeable future.</p>				
Course Outcome:				
<ol style="list-style-type: none"> Identify the steps in the process of strategic management and strategic planning. Recall the types of strategic control Explain the 7S framework model and classify the levels of strategy. Describe the notion of disruptive innovation Implement generic competitive strategies for a globalized market and use various tools such as Ansoff, BCG and GE metrices for implementing strategic decisions. Analyse industry and competition. Examine the business environment with the help of models and tools such as Industry Life Cycle Analysis, Porter's 5 Forces Model and TOWS analysis. Evaluate strategic choices and grand strategies Design grand strategies by assimilating specific strategies for ensuring growth and stability. Develop Strategies for organizational resilience in a VUCA environment 				
SYLLABUS				
Unit/Module with topic name	Content	Number of Classes	CO Mapping	Cognitive Level
I. Introduction to Strategic Management	<ul style="list-style-type: none"> Understanding strategy in the context of the organization and its environment Strategic management process. Levels of Strategy – Corporate, Business (SBU), Functional Model of strategic management – 7 S framework Strategic planning – concept, characteristics and steps 	8	CO1& CO2	K1 (Remember) & K2 (Understand)
II. Environment Analysis & Competitive Advantage	<ul style="list-style-type: none"> Industry and competitive analysis Internal analysis – Concept of core competencies and Critical Success Factors Industry Life Cycle Analysis and Environment analysis- Porter's Five forces model (Applications), TOWS analysis Value chain analysis 	12	CO3 & CO4	K3(Apply) & K4(Analyse)

III. Strategic Options	<ul style="list-style-type: none"> Generic strategies for competing in globalized market – Cost leadership, differentiation and focus Generic strategies and competitive advantage Strategic options – ANSOFF and BCG matrix (applications) General Electric Matrix Blue ocean strategy – Concept and applicability 	10	CO3& CO5	K3 (Apply)& K5(Evaluate)
IV. Strategic Analysis & Choice	<ul style="list-style-type: none"> Factor affecting choice of a strategy – stakeholder analysis Grand strategies <ul style="list-style-type: none"> a) Stability strategy – characteristics and reasons for pursuing b) Growth strategy - characteristics and reasons for pursuing c) Retrenchment strategy - characteristics and reasons for pursuing d) Combination strategy - characteristics and reasons for pursuing Strategic Exits – Turnaround and Divestment strategy (concept and characteristics) 	10	CO3, CO4 & CO5	K3 (Apply), K4 (Analyse) & K5 (Evaluate)
V. Strategic Implementation& Evaluation	<ul style="list-style-type: none"> Strategy formulation and implementation (interrelationship) Strategic evaluation, control and continuous improvement, process of evaluating strategy Six sigma, balanced score card Types of strategic control Strategies for resilience in a VUCA environment. Disruptive Innovation: Concept, Clayton Christenson's Model of Disruptive Innovation. 	12	CO2, CO5 &CO6	K1(Understand) K5(Evaluate) & K6(Create)

Text Books

1. Fred R. David. *Strategic Management: Concepts and Cases*. 13th edition. Prentice Hall
2. Kazmi, A. *Strategic Management and Business Policy*. McGraw Hill Education
3. Hill, C.W.L and G.R. Jones. *Strategic Management – An Integrated Approach*. Cengage Learning.

4. Johnson, G. and K. Scholes. *Exploring Corporate Strategy: Text and Cases*. Pearson Prentice Hall.
5. Rothaermel, F.T. *Strategic Management*. 2nd edition. McGraw Hill International Education.
6. Rao V.S.P and Hari Krishna V. *Strategic Management – Texts and Cases*. Excel Books, New Delhi, 2003.
7. Wheelen Thomas I, David Hunger J, Krish Rangarajan. *Concepts in Strategic Management and Business Policy*. Pearson Education. New Delhi. 2006.
8. Gupta, Gollakota, and Srinivasan. *Business Policy and Strategic Management – Concepts and Application*. Prentice Hall. 2005.

Suggested readings

1. James C. Collins and Jerry I. Porras. "Building Your Company's Vision.". Harvard Business Review. 2000. <https://smartsalessolutions.com/wp-content/uploads/2013/11/Harvard-Business-Review.pdf>
2. Frederick W. Glueck, Stephen P. Kaufman, and A. Stephen Walleck. Strategic Management for Competitive Advantage. 1980. <https://hbr.org/1980/07/strategic-management-for-competitive-advantage>
3. Harvard Business Review. Business Policy – Part I and Part II. Harvard Business School.
4. <https://www.thestrategyinstitute.org/insights/the-mckinsey-7-s-model-for-organizational-alignment-and-success>
5. Winnie G. Njeru, Zachary B. Awino, Kenneth Adwet. Strategy Implementation: McKinsey's 7s Framework Configuration and Performance of Large Supermarkets in Nairobi, Kenya. Archives of Business Research 5 (6).
6. Michael E. Porter. How Competitive Forces Shape Strategy. July-August, 1997. Pp 1-17.

Web Resources

1. https://onlinecourses.nptel.ac.in/noc24_mg112/preview
2. https://onlinecourses.nptel.ac.in/noc25_mg123/preview
3. <https://hbr.org/2005/10/the-office-of-strategy-management>
4. <https://www.hbsp.harvard.edu/catalog/collections/strategic-management-resources>

Course outcomes (COs) and Cognitive Level Mapping

COs	CO Description	Cognitive levels
CO1	Identify the steps in the process of strategic management and strategic planning. Recall the types of strategic control.	1(Remember)
CO2	Explain the 7S framework model and classify the levels of strategy. Describe the notion of disruptive innovation	2(Understand)
CO3	Implement generic competitive strategies for a globalized market and use various tools such as Ansoff, BCG and GE metrices for implementing strategic decisions	3(Apply)
CO4	Analyse industry and competition. Examine the business environment with the help of models and tools such as Industry Life Cycle Analysis, Porter's 5 Forces Model and TOWS analysis	4(Analyze)
CO5	Evaluate strategic choices and grand strategies.	5(Evaluate)
CO6	Design grand strategies by assimilating specific strategies for ensuring growth and stability. Develop Strategies for organizational resilience in a VUCA environment	6(Create)