

# Strategic Management

## MEM 126

**Semester: Second**  
**Credit Hr: 3**

### **General objective:**

- to provide the students an understanding of the importance of strategic management in today's competitive business environment.

### **Specific Objectives:**

- to provide the basic concepts of strategic management
- to understand the importance of environment scanning for developing strategies
- to understand the various levels of strategies
- to formulate and implement strategies

### **Course contents**

#### **Unit 1: Introduction to Strategic Management** **4 hrs**

Introduction of the course, evaluation system and methodology of teaching; definition of strategic management, concept of strategic management, phases of strategic management, benefits of strategic management, basic model of strategic management, strategic decisions.

#### **Unit 2: Environment Scanning and Industry Analysis** **6 hrs**

Identifying external environmental variables: PESTEL; Industry Analysis: analyzing the Task Environment, Porter's approach to Industry Analysis: threat of new entrants, rivalry among existing firms, threat of substitute products or services, bargaining power of buyers, bargaining power of suppliers, relative power of other stakeholders. Synthesis of external factors, case studies

#### **Unit 3: Internal Scanning: Organizational Analysis** **3 hrs**

Corporate Value Chain Analysis, scanning internal resources, organizational structures, corporate culture.

#### **Unit 4: Vision, Mission and Objectives** **3 hrs**

Understanding the importance of vision and mission, setting objectives

#### **Unit 5: Strategy Formulation: Corporate Strategy** **4 hrs**

Directional Strategies: growth: concentration and diversification, stability and retrenchment  
Portfolio Analysis: BCG Market Growth-Market Share Matrix, Parenting Strategy.

- Unit 6: Strategy Formulation: Business strategy** **6 hrs**  
Porter's Competitive Strategies: low cost, differentiation, focus, Cooperative Strategies: collusion, strategic alliances, mutual service consortia, joint venture, licensing agreement
- Unit 7: Strategy Formulation: Functional Strategy and Strategic Choice** **3 hrs**  
Internal factors: marketing & sales, R&D, operations, personnel, finance  
Strategic groups, strategic types, McKinsey 7 S Framework
- Unit 8: Strategy Implementation: Organizing for Action- Who, What and How? 3 hrs**  
Who implements strategy, what must be done, Developing programs, budget and procedures, Structure follows strategy
- Unit 9: Strategy Implementation : Staffing and Directing** **3 hrs**  
Staffing, Staffing follows Strategy, Management by Objectives, Total Quality Management
- Unit 10: Evaluation and Control** **3 hrs**  
Evaluation and control in strategic management, Measuring performance, Types of control
- Unit 11: Case Study and student presentation** **6 hrs**

**References:**

1. Thomas L. Wheelen, J. David Hunger, Krish Rangarajan, 2006, *Strategic Management and Business Policy*, Pearson Education, India
2. Lawrence R. Jauch, Rajiv Gupta, William F. Glueck, *Business Policy and Strategic Management*, 2003, Frank Bros. & Co, India
3. Any Book on Strategic Management