

II Year MCA II Semester

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**MC208 STRATEGIC MANAGEMENT
ELECTIVE- I**

Objective of the Course:

The course is designed to enhance analytical skills among students for carrying out effective strategic management of an organisation.

UNIT - I

(10 Hrs)

Introduction to Strategic Management: Concepts in Strategic Management, Strategic Management as a process – Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company's strategy – Concepts of Core Competence, Crafting a strategy.

UNIT - II

(14 Hrs)

Environmental Scanning and Strategic Analysis: Industry and Competitive Analysis – Methods. Evaluating company resources and competitive capabilities – SWOT Analysis – Strategy and Competitive advantage. Strategic Analysis and Choice: Tools and techniques – Porter's five Force Model, BCG Matrix, GE Model, TOWS Matrix, SPACE Matrix, IE Matrix, The Grand Strategy Matrix. Market Life Cycle Model- and Organisational Learning, Impact Matrix and the Experience Curve, Generic Strategies.

UNIT - III

(14 Hrs)

A. Strategy Formulation: Strategy Framework For Analysing Competition, Porter's Value chain Analysis, Competitive Advantage of Firm, Exit and Entry Barriers – Formulation of strategy at corporate, business and functional levels, Types of Strategies: Offensive strategy, Defensive strategy, vertical integration, horizontal strategy; Tailoring strategy to fit specific industry and company situations.

B. Strategy Implementation: Strategy and Structure, Strategy and Leadership, Strategy and culture connection – Operationalising and institutionalizing strategy – Strategies for competing in Globalising markets and internet economy – Organisational Values and Their Impact on Strategy – Resource Allocation as a vital part of Strategy – Planning systems for implementation.

UNIT - IV

(10 Hrs)

Turnaround and Diversification Strategies: Turnaround Strategy, management of Strategic Change, Strategies for Mergers, Acquisitions, Takeovers and Joint Ventures. Diversification Strategy, Why firms diversify, different types of diversification strategies, the concept of core competence, strategies and competitive advantage in diversified companies and its evaluation.

UNIT - V

(10 Hrs)

Strategy Evaluation and Control: Establishing strategic controls – Measuring performance – appropriate measures – Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance – strategic information systems – problems in measuring performance – Guidelines for proper control – Strategic surveillance – strategic audit – Strategy and Corporate Evaluation and feedback in the Indian and International context.

Text Books:

1. Ranjan Das, *Crafting the Strategy: Concepts and Cases in Strategic Management*, TMH, New Delhi, 2006.
2. Azhar Kazmi, *Business Policy and strategic Mgt.* TMH, New Delhi

Reference Books:

1. Lawrence R Jauch, R. Gupta & William F. Glueck: *Business Policy and Strategic Management*, Frank Bros. Delhi, 2006.
2. Thomposn & Strickland: *Strategic Management, Concepts and Cases.* Tata McGraw-Hill, 12/e, New Delhi, 2007.
3. Gregory Dess and G.T. Lumpkin, *Strategic Management – Creating Competitive Advantage*, McGraw Hill International, 2006.