

SEMESTER – 6

STRATEGIC MANAGEMENT [BML-603]

INTRODUCTION

This course of Strategic Management has been designed in a lively and user friendly manner and presents a rich and comprehensive examination of strategic management concepts and tools.

OBJECTIVE

This text enable the students to identifying and resolve the key issues related to strategic management.

OUTCOMES

On completion of this course, students will be able to:

- Explain strategic management level and concepts,
- Explain business strategy and strategy development and objectives,
- Identify the different types of strategies,
- Implement strategic planning in different areas, and
- Implement strategic controls and changes in organization.
- Understand the method of strategic performance management

INDICATIVE GRID

PART	SYLLABUS CONTENT AREA	WEIGHTAGE
A	INTRODUCTION TO STRATEGIC MANAGEMENT 1. Nature of Strategic Management	10%
B	STRATEGY FORMULATION 2. Mission, objectives and Stakeholders 3. The External Assessment 4. The Internal Assessment 5. Strategy in Action	35%
C	STRATEGIC POSITION AND STRATEGIC OPTIONS 6. Resource and Capabilities 7. Strategic Marketing 8. Information System and Strategy 9. Issues in Strategic Management	25%
D	STRATEGY IMPLEMENTATION 10. Implementing Strategies 11. Organizational Change 12. Enterprise Performance Management	20%
E	STRATEGY EVALUATION 13. Strategy Evaluation	10%
TOTAL		100%

Note: The weightage shown against each section indicates, study time required for the topics in that section. This weight age does not necessarily specify the number of marks to be allocated to that section in the examination.

CONTENTS

PART-A

INTRODUCTION TO STRATEGIC MANAGEMENT

1. The Nature of Strategic Management

- What is Strategic Management?
 - Defining Strategic Management
 - Model of Strategic Management
- Benefits of Strategic Management
 - Financial Benefits
 - Non Financial Benefits
- Business Ethics and Strategic Management
- Strategic Management in Non Profit and Government Organizations
- Strategic Management in Small Firms
- The Role and responsibility of Board of Directors

PART-B

STRATEGY FORMULATION

2. Mission, Objectives, and Stakeholders

- What is Mission?
- Mission Statement
- Vision Versus Mission
- The importance of a clear mission
- The characteristics of mission statement
- Components of a mission statement

- Goals/ Objectives and Plans
- Strategic Goals & Strategic Plans
- Tactical Goals & Tactical Plans
- Operational Goals & Operational Plans
- Stakeholders Management

3. The External Assessment

- What is an external analysis
- General Environment
- Economic Forces
- Social, Cultural, Demographic, and Environmental Forces
- Political, Governmental, and Legal Forces
- Technological Forces
- Competitive Forces
- Competitive Analysis: Porter's Five-Forces Model
- Gap Analysis
- Forecasting
- Scenario planning
- Strategic intelligence

4. The Internal Assessment

- The Nature of an Internal Audit
 - Key Internal Forces
 - The Process of Performing an Internal Audit
- Relationship among the functional areas of business
 - Integrating Strategy and Culture
 - Management

- Marketing
- Finance / Accounting
- Production / Operations
- Research & Development
- Computer Information System

5. Strategies in Action

- Formulating Corporate Level Strategies
- Grand Strategies/ Master Strategy
- Growth Strategies
- Ansoff's product/market grid
 - Intensive Growth Strategies
 - Integration Growth Strategies
 - Diversification Growth Strategy
- Defensive Strategies
- Methods of growth
- Organic growth
- Merger and acquisition
- Joint venture
- Divestment
- Formulating business level strategy
 - Michael Porter's Generic Strategies
- Formulating functional level strategy
- BCG Growth-Share Matrix

PART-C

STRATEGIC POSITION AND STRATEGIC OPTIONS

6. Resource and capabilities

- Strategic resource and capabilities
- Converting resources: the value chain
- The supply chain management
- Outputs; the product portfolio
- New products and innovation
- Benchmarking

7. Strategic Marketing

- Definition of marketing
- Marketing Strategy: nature and definition
- Marketing strategy development
- Comparison of business and marketing strategies
- Segmentation, targeting, and positioning strategies
- Customer relationship marketing

8. Information System and Strategy

- Strategic information system
- Information strategy
- Information sources and management
- Information for planning and control
- Knowledge management
- E-business

9. Issues in Strategic Management

TEACHING METHODOLOGY: The faculty is advised to teach the topics in the mode of case studies based on problem solving and decision-making with practical approach.

RECOMMENDED BOOKS

CORE READINGS		
TITLE	AUTHOR	PUBLISHER
CIMA, UK Study Text	---	BPP
Relevant Study Text	---	Kaplan Publishing
Strategic Management Concepts & Cases	Fred R. David	Prentice Hall /Pearson / Financial Times
Strategic Management	Mary K. Coulter	Prentice Hall International
Management Accounting Business Strategy	PBP	Professional Business Publications, Lahore
ADDITIONAL READING		
Strategic Management	Leslie W. Rue / Phyllis G. Hollan	McGraw-Hill

- Project management
- Lean systems
- Strategic management accounting
- decision techniques

PART-D

STRATEGY IMPLEMENTATION

10. Implementing Strategies

- The Nature of Strategies Implementation
- Annual Objectives
- Policies
- Resources Allocation
- Managing Conflict
- Matching Structure with Strategy
- Restructuring and reengineering
- Creating a Strategy-Supportive Culture
- Marketing Issues
- Finance / Accounting Issues
- Research & Development Issues
- Computer Information Issues

11. Organizational Change

- Introduction to Change Management
- Triggers for Organizational Change
- Stage Models of Change
- Force Field Analysis
- Managing Resistance to change
- Culture and Change
- Styles of Change Management

12. Enterprise Performance Management

- Control and performance measurement
- Strategic control and critical success factors
- Budgetary control systems
- Performance measures: financial and non-financial
- The balanced scorecard
- Developing a performance measurement system
- Other multidimensional measures of performance
- Performance: service departments and firms
- Performance: manufacturing
- Regulation and performance

PART-D:

STRATEGY EVALUATION

13. Strategy Evaluation

- The Nature of Strategy Evaluation
- A Strategy-Evaluation Framework
- Characteristics of an Effective Evaluation System
- Contingency Planning