

CORE COURSE - XIII : STRATEGIC MANAGEMENT

UNIT – I

Corporate Strategic planning – Mission – Vision of the firm – Development, maintenance & the role of leader – Hierarchical levels of planning – Strategic planning process. Merits and limitations of Corporate Strategic Planning. Strategic Management in Practice.

UNIT – II

Environment Analysis & Internal Analysis of Firm:

General environment scanning, competitive environment analysis – to identify opportunities & threat – Assessing internal environment through functional approach and value chain – identifying critical success factors – to identify the strength & weakness – SWOT audit – swot matrix – implications core competencies – Port-folio analysis – Stake – holder's expectations, Scenario - planning.

UNIT – III

Strategy Formulation:

Generic strategies – Grand strategies – Strategies of leading Indian companies – The role of diversification – limits – means and forms. Strategic management at Corporate level, at Business level and at Functional level with special reference to companies operating in India.

UNIT – IV Concepts and tools of Strategy evaluation:

Competitive cost dynamics – experience curve – BCG approach – cash flow implication – IA – BS matrix – A.D. Little's Life – Cycle approach to strategic planning – Assessment of economic contribution of strategy – Cost of equity capital – M/8 model with stationary growth – Assessing market value of a Business – Profitability matrix – diversification decision – cash flows and selection of proper discount rates.

UNIT – V Strategy Implementation & Control:

Various approaches to implementation of strategy – Commander approach – Org – change approach, collaborative approach, Cultural approach, creative approach – Matching organization structure with strategy – 76 model – Strategic control process – Du Pont's control model and other Quantitative and qualitative tools – steps – M.Porter's approach for Globalisation – Future of Strategic Management.

Reference Books:

1. Strategic Management – Pearce & Robinson, All Indian Travellers N.D.1988.