

## DISCIPLINE SPECIFIC ELECTIVE COURSE 20 (DSE-20): STRATEGIC MANAGEMENT

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course
		Lecture	Tutorial	Practical/ Practice		
Strategic Management (DSE 20)	4	3	1	0	Class 12	None

### Learning Objectives

The course aims to:

- Understand the key concepts, models, and frameworks used in strategic management.
- Analyze internal and external business environments for effective strategy formulation.
- Evaluate strategic options and decision-making processes at the corporate and business level.
- Develop strategic thinking and planning skills relevant to real-world organizational challenges.

### Learning outcomes

By studying this course, the students will be able to:

- Explain core strategic management theories and their practical relevance.
- Demonstrate the ability to conduct SWOT and competitive analyses.
- Critically assess and compare alternative strategic choices for organizations.
- Apply strategic tools to formulate and present viable business strategies.

### SYLLABUS OF DSE-20

#### **Unit 1: Introduction to Strategic Management (3 hours)**

Concept of Strategy & Strategic Management, Strategic Intent, Vision and Mission Statements, Strategic Management Process, Reasons for Strategy Failure, Value of Strategic management, Types of Strategies, Limitations of Strategic Management.

#### **Unit 2: Environmental Analysis & Diagnosis (9 hours)**

Strategy Analysis: Environmental Appraisal and Scanning Techniques, Need and Characteristics of environmental factors. Analysis of specific environment: Michael E. Porter's 5 Forces Model. Organisational Position and Strategic Advantage Profile, Internal Environment: Value of Systematic Internal Assessment, Profile of Company's Strengths and Weaknesses. SWOT, Michael Porter's Value Chain Analysis, Core Competencies, Core Capabilities and Competitive Advantage, 3 C's Model.

#### **Unit 3: Strategy Formulation, Implementation & Control (24 hours)**

Strategy formulation: Formulating Long-Term Objectives and Grand Strategies. Types of Strategies – Corporate Strategy, Business Strategy, Functional Strategy. Strategic Analysis and Choice: Strategic

Analysis at the Corporate Level. Grand Strategy Selection Matrix. Contingency Approach to Strategic Choice, Porter's Competitive Strategies, Portfolio Analysis, BCG Growth Share Matrix, GE Matrix.

Strategy implementation and control: Operationalizing the Strategy Annual Objectives. Implementation procedure of Strategy in an organization. Linking structure to strategy. Organizational leadership. Organizational culture. Managing the Strategy-Culture relationship. Strategic Control and Evaluation: Establishing Strategic Controls. Operational control systems, Balanced Scorecard Methodology.

#### **Unit 4: Global Strategic Management**

**(9 hours)**

Global Strategic Planning: Competitive strategies for firms in foreign markets, Strategic Choice in a Global Context. Managing Global Sourcing Opportunities. Strategic Alliances, Types of Strategic Alliances and Business Decisions, Problems Involved in Strategic Alliances.

#### **References:**

##### *Essential*

1. Thompson Jr., Arthur A. and Strickland, A.J. (2003). Strategic Management –Concepts and Cases. McGraw-Hill College.
2. Pearce, J.A. , Robinson, R.B. & Mital, Amita (2017) . Strategic Management: Formulation, Implementation and Control. McGraw Hill Education.

##### *Additional:*

1. David, Fred R. & David, Forest R. (2016). Strategic Management: Concepts and Cases – A Competitive Advantage Approach. Pearson Publications.
2. Hill, Charles, W.L. & Gareth, R. Jones (2012). Strategic Management: An Integrated Approach. Cengage Learning, India.
3. Kazmi, Azhar (2014). Strategic Management and Business Policy. McGraw Hill Education.
4. Jauch, Lawrence R. & Glueck, William F. (1988). Business Policy and Strategic Management. McGraw-Hill Inc-US.
5. Ghosh P. K. (2012). Strategic Planning and Management. Sultan Chand & Sons. New Delhi.
6. Wheelan, Thomas, L., Hunger, J. David, Hoffman, Alan N. & Charles E. Bamford (2014). Strategic Management and Business Policy: Globalization, Innovation and Sustainability. Prentice Hall, New Jersey.
7. Thompson Jr., Arthur A. and Strickland A.J. et al. (2020). Crafting and Executing Strategy: Concepts & Cases. Mc Graw Hill Education.
8. Kim, W. Chan & Maubourgne, Renee (2004). Blue Ocean Strategy. Harvard Business Review.
9. Rivkin, Jan W. & Ghemawat, Pankaj (2002). Creating Competitive Advantage. Harvard Business Review.
10. Porter, Michael E (1990). The Competitive Advantage of Nations. Harvard Business Review.
11. Porter, Michael E. (1985). Competitive Advantage. The Free Press. New York
12. Levitt, Theodor. (1983). Globalization of Markets. Harvard Business Review.
13. Porter, Michael E. (1996). What is Strategy?. Harvard Business Review.
14. Prahalad, C. K., & Hamel, G. (1990). The Core Competence of the Corporation. Harvard Business Review.