

**JYOTI NIVAS COLLEGE AUTONOMOUS**

**Programme: BBA**

**Semester: VI**

**STRATEGIC MANAGEMENT**

**No. of Credits: 4**

**No. of Hours:60**

**Course Objectives:**

- Examine the fundamental concepts of strategic management, including strategic decision- making and business ethics.
- Analyze the external business environment using environmental scanning techniques, SWOT analysis, and value chain analysis to assess competitive advantages.
- Evaluate different strategic planning approaches, including stability, expansion, merger, and retrenchment strategies, considering economic conditions.
- Develop strategic implementation frameworks, considering leadership, corporate culture, and functional strategies in financial, marketing, and operational domains.
- Assess the effectiveness of strategic decisions using key performance indicators, management control mechanisms, and strategy evaluation techniques.

**Learning Outcomes:**

- Understand the basic concepts, process, and levels of strategic management.
- Analyze the business environment using internal and external strategic tools.
- Evaluate different strategic planning and growth options of organizations.
- Interpret strategy implementation techniques across functional and operational areas.
- Assess organizational performance using strategy evaluation and control measures.

**Unit-1: Introduction to Strategic Management**

**08 Hours**

Introduction to Strategic Management. - Meaning and Definition – Need – Process of Strategic Management –Levels of Strategy- Corporate, Business and Functional; Strategic Decision Making.

**Unit-2: Strategic Analysis**

**14 Hours**

The concept of Environment – The Company and its Environment – External Analysis- Scanning the Environment- PESTLE-Political, Economic, Social, Technological, Legal and Environmental Analysis; Industry Analysis, Competitive Analysis- Porter's Five Forces Model, BCG matrix, Experience curve concept.

Internal Analysis- SWOT Analysis, 7S McKinsey Model (GE 9 cell matrix) Value Chain Analysis, Resource Based View.

**Unit-3: Strategic Planning**

**12 Hours**

Strategic Planning Process – Strategic Plans during recession, recovery, boom and

depression – Stability Strategy – Expansion Strategy – Merger Strategy – Retrenchment Strategy – Restructure Strategy – Levels of Strategy – Corporate Level Strategy – Business Level Strategy (SBUs) and Functional Level Strategy. depression – Stability Strategy – Expansion Strategy – Merger Strategy – Retrenchment Strategy – Restructure Strategy – Levels of Strategy – Corporate Level Strategy – Business Level Strategy (SBUs) and Functional Level Strategy.

#### **Unit-4: Implementation of Strategy**

**14 Hours**

Aspects of Strategy Implementation – Project Implementation – Procedural Implementation – Structural Implementation – Structural Considerations –Organizational Design and Change, Corporate Restructuring – Organizational Systems. Behavioral Implementation – Leadership Implementation – Corporate Culture – Corporate Policies and Use of Power. Functional and Operational Implementation – Functional Strategies – Functional Plans and Policies. Financial – Marketing – Operational and Personnel dimensions of Functional Plan and Policies – Integration of Functional Plans and Policies.

#### **Unit-5: Strategy Evaluation**

**12 Hours**

Strategy Evaluation and Control - Operational Control - Overview of Management Control – Focus on Key Result Areas; Balanced Score Card, Key Performance Indicators, Risk Management and Contingency Planning. Emerging Trends in Strategic Management- Digital Transformation and AI in Strategy, Agile and Adoptive Strategies, Sustainability and Corporate Social Responsibility, United Nations Sustainable Developmental Goals.

#### **Skill Development Activities:**

- Present a chart showing Strategic Management Process.
- Present the SWOC Analysis of a Manufacturing Organization.
- Analyse the corporate, business and functional level strategies of any one Indian Company.
- Select any sector and make competitive analysis using Porter's five forces model.

#### **Books for References:**

- Dr. Aswathappa, Business Environment for Strategic Management, Tata McGraw Hill.
- Subbarao: Business Policy and Strategic Management, HPH.
- Charles W.L Hill and Gareth R. Jones, Strategic Management an Integrated Approach, Cengage & Learning
- Azhar Kazmi, Business Policy and Strategic Management, Tata McGraw Hill
- AppaRao; Strategic Management and Business Policy, Excel Books.
- Ghosh P.K., Business Policy and Strategic Planning and Management, Tata McGraw Hill.
- Pillai, Strategic Management,
- Lawrence, Business Policy and Strategic Management, Tata McGraw Hill.

- Sathyashekar : Business Policy and Strategic Management, I.K International Publishing House Pvt.Ltd

**Note: Latest edition of text books maybe used**