



MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT

(AN AUTONOMOUS INSTITUTION)

(Approved by AICTE, New Delhi & Affiliated to JNTUH, Hyderabad)

Accredited by NAAC with 'A' Grade & Recognized Under Section 2(f) & 12(B) of the UGC act, 1956

COURSE CONTENT

STRATEGIC MANAGEMENT								
IV SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
24MB023	CORE	L	T	P	C	CIE	SEE	Total
		4	0	-	4	40	60	100
Contact Classes: 60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic concepts of Strategic Management								

COURSE OVERVIEW:

The course develops the strategic thinking and decision-making abilities, especially in relation to understanding the employability of various strategies in different situations of the business world considerably more complex in the changing scenario. Both the challenges and opportunities facing organizations of all sizes are greater than ever. Organizations are required to continuously find better ways to compete in the rapidly changing global business environment. Survival and competition have become imperative for organizations in the current global scenario, which can be answered with the context of this course.

COURSE OBJECTIVES:

- To enable strategic orientation in conduct of the business.
- To explain to students about different tools and techniques of strategic analysis.
- To educate on strategy implementation, planning systems for implementation.
- To provide understanding of various turnaround and diversification strategies.
- To elucidate qualitative and quantitative benchmarking to evaluate performance.

COURSE OUTCOMES: After completion of the course, students should be able to

1. List fundamental concepts, processes in strategic management with environmental scanning and competitive analysis.
2. Outline the tools and techniques for strategic analysis used in rating industry conditions for tailoring strategies.
3. Identify strategy implementation principles to align organizational structure, culture and resources with strategic goals.
4. Inspect turnaround & diversification strategies to acknowledge strategic change and competitive advantage in complex business scenarios.
5. Design strategic control systems for measuring performance and drive effective strategy execution.

Unit – I: Introduction: Concepts in Strategic Management, Strategic Management Process, developing a Strategic Vision, Mission, Objectives, Policies, Factors that Shape a Company's Strategy, Environmental Scanning: Industry and Competitive Analysis. Evaluating Company's Resources and Competitive Capabilities by using SWOT Analysis, Value Chain Analysis and Competitive Advantage.

Unit–II: Tools and Techniques for Strategic Analysis: Porter's Five Force Model, BCG Matrix, GE Model, TOWS Matrix, IE Matrix, The Grand Strategy Matrix. Market Life Cycle Model and Organizational Learning, Impact Matrix and the Experience Curve, Generic Strategies, Strategy Formulation, Types of Strategies: Offensive Strategy, Defensive strategy. Exit and Entry Barriers, Tailoring Strategy to Fit Specific Industry and Company Situations.

Unit – III: Strategy Implementation: Strategy and Structure, Strategy and Leadership, Strategy and Culture Connection, Operational zing and Institutionalizing Strategy, Strategies for Competing in Global Markets and Internet Economy, Organizational Values and their Impact on Strategy, Resource Allocation as a Vital Part of Strategy, Planning Systems for Implementation.

Unit – IV: Turnaround and Diversification Strategies: Turnaround Strategy, Management of Strategic Change, Strategies for Mergers, Acquisitions, Takeovers and Joint Ventures. Alliances and Cooperatives, 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: Strategy Evaluation and Control: Establishing Strategic Controls for 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. Latest Amendments in Strategies.

TEXT BOOKS:

- Michael A Hitt, R Duane Ireland, Robert E. Hoskisson, Strategic Management: Competitiveness & Globalization – Concepts and Cases, Cengage, 12e, 2024.
- Dr. C.B. Gupta, Strategic Management: Texts and Cases, S Chand, 2023
- Richard Lynch, Strategic Management, Sage Publications, 9e, 2021.
- Stewart R. Clegg, Christos Pitelis, Jochen Schweitzer, Andrea Whittle, Strategy Theory and Practice, Sage Publications, 3e, 2020.
- Mason A. Carpenter, Wm Gerard Sanders, Prashant Salwan: Strategic Management A Dynamic Perspective, Pearson, 2e, 2017.

REFERENCE BOOKS:

- V.S.P. Rao, V. Hari Krishna; Strategic Management, Excel Books, 1e, 2012
- Adrian & Alison, Strategic Management: Theory & Applications, Oxford University Press, 2010.

- S K Sarangi, Modern Strategic Management, Everest Publishing, 2012.

ELECTRONIC RESOURCES:

1. <http://www.strategicteacher.com>
2. <http://www.ebsglobal.net/EBS/media/EBS/pdf>
3. <https://www.sloanreview.mit.edu/article/the-internet.com>
4. <http://www.books.google.co.in/books/about/international>

MATERIALS ONLINE:

1. Course template
2. Tutorial question bank
3. Tech talk and Concept Video topics
4. Open-ended experiments
5. Definitions and terminology
6. Assignments
7. Model question paper – I
8. Model question paper – II
9. Lecture notes
10. PowerPoint presentation
11. Drishya Siksha Sangrah (DSS) Videos

