

STRATEGIC MANAGEMENT



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STRATEGIC MANAGEMENT

(COURSE CODE 301) STRATEGIC MANAGEMENT

Unit

Contents

Sessions

1

1.1 Understanding Strategy: Concept of strategy, Corporate, Business and Functional Levels of Strategy.

1.2 Introduction to Strategic Management: Meaning and Characteristics of strategic management, strategic management vs. operational management.

1.3 Four Phases in Strategic Management Process: Stakeholders in business and their roles in strategic management.

1.4 Hierarchy of Strategic Intent: Meaning & attributes of strategic intent, Meaning of Vision, Process of envisioning, Meaning of mission, difference between vision & mission, characteristics of good mission statements, Business definition using Abell's three dimensions, objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA).

1.5 Analyzing Company's External Environment: Environmental appraisal

Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP).

Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers, Strategic Group analysis.

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2.1 Analyzing Company's Internal Environment: Resource based view of a firm, meaning, types & sources of competitive advantage, analyzing Company's Resources and Competitive Position, VRIO Framework, competitive advantage, competitive parity & competitive disadvantage, Core Competence, characteristics of core competencies, Distinctive competitiveness, Benchmarking as a method of comparative analysis.

2.2 Value Chain Analysis Using Porter's Model: primary & secondary activities.

2.3 Organizational Capability Profile: Strategic Advantage Profile, Concepts of stretch, leverage & fit, ways of resource leveraging – concentrating, accumulating, complementing, conserving, recovering.

2.4 Portfolio Analysis: Business Portfolio Analysis - BCG Matrix – GE 9 Cell Model.

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3.1 Generic Competitive Strategies: Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy.

3.2 Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment – Turnaround, Divestment, Liquidation, Outsourcing Strategies.

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4.1 Strategy Implementation: Components of a strategic plan, barriers to implementation

of strategy, Mintzberg's 5 Ps – Deliberate & Emergent Strategies , Mc-Kinsey's 7s Framework.

4.2 Organization Structures for Strategy Implementation: entrepreneurial, functional, divisional, SBU, Matrix, Network structures, Cellular/ Modular organization, matching structure to strategy, organizational design for stable Vs. turbulent environment.

4.3 Changing Structures & Processes: Reengineering & strategy implementation – Principles of Reengineering, Six Sigma – Process consisting of defining, measuring, analyzing, improving & establishing steps, Lean Six Sigma (Concepts only).

4.4 Corporate Culture: Building Learning organizations, promoting participation through technique of Management by Objectives (MBO), Total Quality Management (TQM).

4.5 Strategy Evaluation: Operations Control and Strategic Control - Symptoms of malfunctioning of strategy –Use of Balanced Scorecard for strategy evaluation.

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5.1 Blue Ocean Strategy: Difference between blue & red ocean strategies, principles of blue ocean strategy, Strategy Canvass & Value Curves, Four Action framework.

5.2 Business Models: Meaning & components of business models, new business models for Internet Economy– E-Commerce Business Models and Strategies – Internet Strategies for Traditional Business –Virtual Value Chain.

5.3 Sustainability and Strategic Management: Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management, meaning of triple bottom line, people-planet-profits.

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