

Veer Narmad South Gujarat University  
**Elements of Strategic Management**  
T.Y. B.B.A., Semester VI                      Effective from December 2012

---

OBJECTIVES: -

- To orient students with those aspects of external and internal environment which are important for organizations in formulating and implementing workable strategies for achieving organizational objectives.
- To acquaint students with the process of developing alternative strategies and methods for successful implementation and evaluation of formulated strategies.
- To acquaint students about the strategic issues in specified areas.

PADAGOGIC TOOLS:- Lectures, Case study, Presentation, Group Discussion, Seminar, Role Play, Practical exercises.

**-: C O U R S E C O N T E N T :-**

Weight age

- |     |   |              |
|-----|---|--------------|
| (1) | <b>Conceptual Framework for Strategic Management</b><br><b>Concept, Meaning and Definition</b><br>(Strategy, Policy, Tactics, Strategic Management, Business, Stakeholders, SBU,)<br><b>Strategic Management Process and its implications</b><br><b>Strategic Intent</b><br>Organisational Vision, Mission, Goals and Objectives. Their formulation, and role in strategic management.  | <b>(15%)</b> |
| (2) | <b>Environmental Analysis</b><br>Concept and Role of Environmental Analysis,<br>Concept, Nature and Impact of Environment ETOP,<br><br><b>Industry and Competition Analysis</b><br>Industry Setting, Structure, Attractiveness, Performance and Practices.<br>Forces shaping competition, Experience curve and its limitations.<br>Competitor Analysis<br><br><b>Organisational Appraisal</b><br>Concept, Role and Process<br>Approaches for organizational analysis – Value chain approach and Functional approach<br>Conceptual Understanding of Core competence, Distinctive Competence, and Competitive Advantage, OCP, SAP | <b>(20%)</b> |
| (3) | <b>Grand Strategies</b><br>Grand Strategies and their variants. Why and when Corporate pursue Stability, Growth, Retrenchment and Combination Strategy.<br><b>Business level Strategies</b><br>Generic Business Level strategies (Cost Leadership, Differentiation, and Focus)  | <b>(20%)</b> |
| (4) | <b>Choice of Strategy</b><br>Concept and Process  | <b>(10%)</b> |

Evaluation of Strategic Alternatives (Corporate Portfolio Analysis,(BCG, GE, SPACE)  
Corporate Parenting Analysis, Decision Factors for Implementation

(5) **Framework of Strategy Implementation** (15%)

Concept of Strategy Implementation, Mc Kinsey 7-S Framework, AtE Kearney's  
Growth drivers, Interdependence of Strategy Formulation and Implementation  
Basic understanding of meaning of Activating Strategy, Structural implementation,  
Behavioural Implementation, Functional and Operational Implementation

**Framework for Strategic Evaluation and Control**

Concept, Barriers,  
Stages of Control and Control Process  
Evaluation and Control Criteria

(6) **Strategic Issues in specified areas** (20%)  
Strategic issues in Managing Technology and Innovation,  
Organizational adaptation and change, family and Business

**Relevant cases for the above topics should be covered in the  
Class discussion as well as in Examination**

---

**Text Book :-**

- Business Policy : Strategic Management L.M.Prasad SultanChand & Sons

**Reference Books :-**

- |   |  |                                 |
|---|--|---------------------------------|
| - Business Policy and Strategic Management                            | Azhar Kazmi  | Tata McGraw Hill Publishing Co  |
| - Concepts in strategic Mngt and Busi Policy                          | T.Wheelen, D. Hunger                               | Pearson Education               |
| - Strategic Management, Text and Cases                                | V.S.P.Rao & Krishna                                | Excel Books                     |
| - Strategic Management, Competitiveness and Globalisation             | Hitt, Ireland, & Hoskisson                         | South -Western Thomson Learning |
| - Business Policy and Strategic Management                            | Francis Cherunilam                                 | Himalaya Publishing House       |
| - Business Policy and Strategic Management                            | Jauch, Gupta, Glueck                               | Frank Bros. & Co.               |
| - Strategic Management, an integrated approach                        | Hill, Charles W.L. Jones, Gareth. R.               | Biztantra                       |
| - Exploring Corporate Strategies-Text and Cases                       | Johnson Scholes                                    | Prentice Hall India             |
| - Strategic Management – Concepts and Cases                           | Thomson Arther, A Streckland III A.J.              | Tata McGraw Hill Publishing Co  |
| - Strategic Management – Text and Cases                               | Dess, Gregory, G. Lumpkin, G.T. Taylor, Marilyn, L | McGraw Hill / Irwin             |
| - Strategic Management – Concepts and Cases                           | David, Fred, R.                                    | PHI Learning                    |
| - Competitive Advantage- Creating and sustaining superior performance | Michael Porter                                     | Free Press, NY                  |
| - Related Articles from Journals, Websites and Periodicals.           |  |                                 |
| - Competitive Strategy  | Michael Porter                                     | Free Press, NY-                 |
| - Business Policy and Strategic Mgt                                   | P. Subba Rao                                       | Himalaya Publishing House       |
-