ONE YEAR EXECUTIVE MBA PROGRAMME
SEMESTER ONE
COMPULSORY COURSES

PAPER – II

112E60H12 - STRATEGIC MANAGEMENT

UNIT I
Concepts of Strategy: Defining strategy, levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBD); Functional level strategies.

UNIT II
Environmental Analysis and Diagnosis: Concept of environment and its components; Environment scanning and appraisal; Organizational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis.

UNIT III
Strategy Formulation and Choice of alternatives: Strategies – modernization, diversification, integration; Merger, take-over and joint strategies; Turnaround, divestment and liquidation strategies; Process of strategic choice – industry, competitor and SWOT analysis, factors affecting strategic choice; Generic competitive strategies – cost leadership, differentiation, focus, value chain analysis, benchmarking, service blue printing.

UNIT IV
Functional Strategies: Marketing, production/operations and R & D plans and policies – Personnel and financial plans and policies.

UNIT V
Strategy Implementation: Inter – relationship between formulation and implementation; Issues in strategy implementation; Resource allocation – Strategy and Structure: structural considerations, structures for strategies; Organizational design and change – Strategy Evaluation: Overview of strategic evaluation; strategic control; Techniques of strategic evaluation and control.

REFERENCES