

BBA HONOURS 6th SEMESTER
DISCIPLINE SPECIFIC COURSE – I (CORE-13)

BBA620C1: STRATEGIC MANAGEMENT

CREDITS: THEORY: 04; TUTORIAL: 02
MAX. MARKS: THEORY: 60; TUTORIAL: 30
MIN. MARKS: THEORY: 60; TUTORIAL: 30

***COURSE OBJECTIVE:** To equip students with the necessary inside into designing strategies for an organisation and linking the organisations strategies with the changing environment. The course will focus on Indian cases, approaches and experiences.*

A. COURSE CONTENTS (THEORY) (4 CREDITS) (60 marks)

Unit I

Nature & importance of business policy & strategy: strategic management process level and forms of strategy; Strategic Intent; Company's vision and mission: goals and objectives; formulation of the mission statement; criteria for evaluating a mission statement.

Unit II

Environmental Analysis & Diagnosis: Analysis of company's external environment Environmental impact on organisations policy and strategy, organisations dependence on the environment, analysis of remote environment, analysis of specific environment- Michael E. Porter's 5 Forces model; Internal analysis: Importance of organisation's capabilities, competitive advantage and core competence, Michael E. Porter's Value Chain Analysis; SWOT Analysis.

Unit III

Formulation of competitive strategies: Michael E. Porter's generic competitive strategies, implementing competitive strategies- offensive & defensive moves. Formulating Corporate Strategies: Introduction to strategies of growth, stability and renewal, Types of growth strategies–concentrated growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint ventures), Types of renewal strategies – retrenchment and turnaround.

Unit IV

Strategic Framework: Strategic analysis & choice, Strategic gap analyses, portfolio analyses – BCG, GE, product market evolution matrix, experience curve, directional policy matrix, life cycle portfolio matrix, grand strategy selection matrix; Behavioural considerations affecting choice of strategy; Culture and Strategic Leadership: Balanced Score Card; Introduction to Strategic control & evaluation, Strategic surveillance.

B. COURSE CONTENTS - TUTORIAL (2 CREDITS) (30 marks)

- **Case Study: At least one case situation to be discussed from each unit.**
- **Seminar / Presentation / Practical / Project Work / Assignment based on case component / Theory component (Hard Copies to be submitted as well).**

SUGGESTED READINGS

1. Gerry Johnson & Kevan Scholes, Exploring corporate strategies, PHI
2. Upendra Kachru: Strategic Management, Excel books
3. Arthur A. Thompson Jr. and A.J. Strickland: Strategic Management –Concepts and Cases, McGraw-Hill Companies
4. Lawrence R. Jauch& William F. Glueck: Business Policy and Strategic Management (McGraw Hill Series in Management).
5. J.A. Pearce & R.B. Robinson : Strategic Management formulation implementation and control, TMH
6. Arthur A. Thompson Jr. & A.J Strickland III: Crafting and executing strategy, TMH