



INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

COURSE CONTENT

STRATEGIC MANAGEMENT								
IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD45	Core	L	T	P	C	CIA	SEE	Total
		4	-	-		4	40	60
Contact Classes: 40		Tutorial Classes: 05		Practical Classes: Nil		Total Classes: 45		
Prerequisite: Fundamentals of Management								

I. 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.

II. OBJECTIVES:

The students will try to learn:

- I. Framework of analysis central issues and problem in complex, comprehensive case to suggest alternative course of action; and present well supported recommendations for future action.
- II. The practical and integrative model of strategic management process that defines basic activities in strategic management.
- III. The competitive situation and strategic dilemma in dealing with dynamic global business environment in terms of rapidly changing market trends and technological advancement
- IV. The challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry and cultural differences.
- V. Skills to analyze and evaluate, both qualitatively and quantitatively, the performance of people responsible for strategic decisions.

III. COURSE OUTCOMES:

At the end of the course students should be able to:

- CO1 Describe major theories, strategic plans and concepts in the field of strategic management.
- CO2 Develop and execute strategies and will appreciate its integrative and interdisciplinary nature.
- CO3 Analyze the real situations for diagnosing and solving organizational problems by effective application of concepts, tools & techniques.
- CO4 Formulate the strategies and competitive analysis, strategy development processes for real-time business problems.
- CO5 Build the capability of making effective decisions in dynamic business environment.
- CO6 Improve capacity to think, evaluate and execute plans strategically.

IV. COURSE CONTENT:

MODULE -I - INTRODUCTION TO STRATEGIC MANAGEMENT: (08)

Introduction to Strategic Management, Purpose of Business, Crafting and Executing Strategies, Strategic Intent, Developing Strategic Model, Choices of Strategy, Strategic Capability and Core competencies of Business, Phases of Strategic management, Strategic Decision Making.

MODULE -II- STRATEGIC ANALYSIS AND FORMULATION: (10)

Environmental Scanning, SWOT & PESTEL Framework, Different Tools and Techniques for analyzing Strategies, Porters Five Force Framework, Organic Model of Strategic Planning, Real-time Strategy Planning, Strategic Formulation, Competitive Analysis, Strategy Development Processes.

MODULE-III- STRATEGIES FOR BUSINESS: (08)

Types of Strategies- Offensive, Defensive, Exit and Entry barriers, Industry Life Cycle States and Strategies, Tailoring Strategy for Leaders, Challengers, Followers, weak and crisis Businesses.

The Five Generic Competitive Strategies, Red and Blue Ocean Strategies, Grand Strategies.

MODULE -V- STRATEGIC IMPLEMENTATION- Classes: (10)

Strategic Evaluation, The Balanced Scorecard, Measuring Performance, Strategic Control-Types, Strategic Information System, Issues in Managing Technology, Strategic issues in Entrepreneurial Ventures, small Businesses, Not-for-Profit Organizations, Sustainability and Sustainable Development.

MODULE -V- STRATEGIC EVALUATION AND CONTROL: (09)

Strategic Evaluation, The Balanced Scorecard, Measuring Performance, Strategic Control-Types, Strategic Information System, Issues in Managing Technology, Strategic issues in Entrepreneurial Ventures, small Businesses, Not-for-Profit Organizations, Sustainability and Sustainable Development.

V.TEXT BOOKS:

1. Azhar Kazmi, Adela Kazmi “Strategic management”, 5th edition, in 2021.
2. Fred R David,” Strategic Management: A Competitive Advantage Approach, Concepts and Cases,” 17th edition, “Francis Marion University” in 2019
3. Pearson paper back “Strategic management concepts: A Competitive Advantage Approach”,16th edition, in 30-07-2018.
4. W. Cham Kim, Renee Mauborgne, “The Blue Ocean Strategy”,” Harvard Business Review Press “, 2017.
5. P.Subba Rao “Business policy and strategic management” ,2nd edition .Hyderabad, Himalaya publishing house.” in 2015.
6. Abdulrahman Al-Aali, Abbas Ali, “Strategic Management: Concepts and Cases”, Pearson Publication, 1st Arab World Edition, 2011.
7. Bowman EH, Singh H.,” Overview of Corporate Restructuring: trends and consequences. In Corporate Restructuring”, McGraw-Hill, 1st Edition, 1990.

VI.REFERENCE BOOKS:

1. Allaire, Y., and M. E. Firsirotu, “Theories of organizational culture” Prentice Hall, 1st Edition, 1999.
2. Albrecht, K, “Brain Power: Learning to Improve Your Thinking Skills” Simon and Schuster Publications, 1st Edition, 1980.
3. Allen, R.W, ‘Organizational politics: tactics and characteristics of its actors” 1st California Management Review, 1979.

VII. WEB REFERENCES:

1. https://play.google.com/store/audiobooks/details/Introbooks_Team_Introduction_to_Strategic_Manageme?id=AQAAAECseWU52M
2. <https://bookboon.com/en/sgenesis-of-strategic-management-ebook>
3. <https://bookboon.com/en/principles-of-strategic-management-ebook>

VIII. E-TEXT BOOKS:

1. https://www.amazon.in/dp/B07VM7HLKS/ref=cm_sw_r_apan_glt_MSVMJJGPN721CSN5Y4HK.
2. https://www.amazon.in/dp/B06XKTVGZD/ref=cm_sw_r_apan_glt_BSSVY978TCTNBPGH31A0?_encoding=UTF8&psc=1.
3. [https://pressbooks.lib.vt.edu/strategic management](https://pressbooks.lib.vt.edu/strategic%20management).