



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		
CMBE47	Core	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
Prerequisite: Fundamentals of Management								
SDGs Mapped: SDG 9 (Industry, Innovation and Infrastructure), SDG 8 (Decent Work & Economic Growth)								

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. COURSE OBJECTIVES:

The students will try to learn:

- The central issues and problem in complex, comprehensive case to suggest alternative course of action; and present well supported recommendations for future action.
- The practical and integrative model of strategic management process that defines basic activities in strategic management.
- The competitive situation and strategic dilemma in dealing with dynamic global business environment in terms of rapidly changing market trends and technological advancement
- The challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry and cultural differences.
- 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- Classes: (08)

Concepts in Strategic Management, Strategic Management Process, developing a Strategic Vision, Mission, Objectives, Policies, Factors that Shape a Company's Strategy, Environmental Scanning: Industry and Competitive Analysis. Evaluating Company's Resources and Competitive Capabilities by using SWOT Analysis, Value Chain Analysis and Competitive Advantage.

UNIT-II- TOOLS AND TECHNIQUES FOR STRATEGIC ANALYSIS - Classes: (10)

Porter's Five Force Model, BCG Matrix, GE Model, TOWS Matrix, IE Matrix, the Grand Strategy Matrix. Market Life Cycle Model and Organizational Learning, Impact Matrix and the Experience Curve, Generic Strategies, Strategy Formulation, Types of Strategies: Offensive Strategy, Defensive strategy. Exit and Entry Barriers, Tailoring Strategy to Fit Specific Industry and Company Situations.

MODULE-III- STRATEGY IMPLEMENTATION- Classes: (08)

Strategy and Structure, Strategy and Leadership, Strategy and Culture Connection, Operationalizing and Institutionalizing Strategy, Strategies for Competing in Global Markets and Internet Economy.

Organizational Values and their Impact on Strategy, Resource Allocation as a Vital Part of Strategy, Planning Systems for Implementation.

MODULE -IV- TURNAROUND AND DIVERSIFICATION STRATEGIES- Classes: (10)

Turnaround Strategy, Management of Strategic Change, Strategies for Mergers, Acquisitions, Takeovers and Joint Ventures. Alliances and Cooperatives, Diversification Strategy: Why Firms Diversify, Different Types of Diversification Strategies, the Concept of Core Competence, Strategies and Competitive Advantage in Diversified Companies and its Evaluation. International Strategies.

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

Establishing Strategic Controls for Measuring Performance, Appropriate Measures, Role of the Strategist, Using Qualitative and Quantitative Benchmarking to Evaluate Performance, Strategic Information Systems, Problems in Measuring Performance, Guidelines for Proper Control, Strategic Surveillance, Strategic Audit, Strategy and Corporate Evaluation and Feedback in the Indian and International Context.

V. TEXT BOOKS:

1. Michael A Hitt, R Duane Ireland, Robert E. Hoskisson, Strategic Management: Competitiveness & Globalization – Concepts and Cases, Cengage, 12e, 2024.
2. Dr. C.B. Gupta, Strategic Management: Texts and Cases, S Chand, 2023
3. Azhar Kazmi, Adela Kazmi “Strategic management”, 5th edition, in 2021.
4. Fred R David,” Strategic Management: A Competitive Advantage Approach, Concepts and Cases,” 17th edition, “Francis Marion University” in 2019
5. Pearson paper back “Strategic management concepts: A Competitive Advantage Approach”, 16th edition, in 30-07-2018.

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