

**18PTMBA404
CORPORATE STRATEGY**

Course Objective :

1. To learn the major initiatives taken by a company's top management on behalf of corporates, involving resources and performance in business environment.
2. To specify the Organization's mission, vision and objectives and develop policies.
3. To understand the analysis and implementation of strategic management in strategic business units.

Module I : STRATEGY AND PROCESS : External & Internal Environment – Strategic Advantage Profile (SAP), Environmental Threat Opportunity Profile (ETOP), SWOC Analyses -Conceptual framework for strategic management, the Concept of Strategy and the Strategic Management Process – Stakeholders in business – Vision, Mission, Purpose, Objectives and Goals – Strategic intent – hierarchy of strategy – strategic business unit.

Module II : INDUSTRY STRUCTURE & COMPETITIVE ADVANTAGE:

Industry Analysis - Porter's Five Forces Model-Strategic Groups, Competitive Changes during Industry Evolution-Globalization and Industry Structure - Capabilities and competencies–core competencies-Low cost and differentiation - Generic Building Blocks of Competitive Advantage- Distinctive Competencies-Resources and Capabilities durability of competitive Advantage-Sustainable Competitive Advantage - Case study.

Module III : STRATEGY IMPLEMENTATION AND EVALUATION : The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy-Vertical Integration-Diversification and Strategic Alliances - Mergers & Acquisition (Concept) - Strategic analysis and choice – Business Portfolio Analysis – BCG Matrix and GE 9 Cell Model -Mc Kinsey's 7s Framework - Balance Score Card-case study.

Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics- Power and Conflict-Techniques of strategic evaluation & control-case study.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH MODULE.

Reference Book:

1. Strategic Management & Business Policy, Azar Kazmi, TMH,
2. Strategic Management, R. Srinivasana, PHI,
3. Strategic Management, Haberberg & Rieple, Oxford ,
4. An Integrated approach to Strategic Management, Hill & Jones, Cengage ,
5. Strategic Management & Entrepreneurship, D.Acharya & A. Nanda, HPH