OBJECTIVE: This paper aims at enabling students to learn about the basics of Strategic Management and to enlighten them with various strategies employed by the business firms to have a competitive advantage in the highly competitive and globalised business environment.

UNIT I – STRATEGIC MANAGEMENT: INTRODUCTION  
(20 Marks – 15 Lectures)

1. Strategy: Definition, meaning, elements
2. Strategic management: Definition, meaning
3. Strategic management process: Fred R David’s model
   Stages > (i) Formulation (ii) Implementation (iii) Evaluation
4. Levels of strategy: Corporate, SBU, Functional
5. Strategic management: advantages & limitations
6. Distinguish between Strategic Management & Operational Management

UNIT II – STRATEGY FORMULATION  
(22 Marks – 14 Lectures)

1. Vision: Definition, meaning, vision statement- meaning
2. Mission: Definition, meaning, Elements, 
   Mission Statement – Meaning, Characteristics
3. Objectives: Definition, Meaning, Characteristics, Objectives by Peter Drucker
4. Environmental Analysis: 
   i) Macro and Micro: meaning
   ii) Internal Environment: Meaning, Factors
   iii) External Environment: Meaning, Factors

UNIT III – STRATEGIC ANALYSIS  
(22 Marks – 14 Lectures)

1. Michael E. Porter’s Five force Analysis (with diagram)
2. Kenichi Ohmae’s four routes to strategic advantage
3. SWOT Analysis
4. BCG Analysis
5. Value Chain Analysis
6. Mc Kinsey’s 7-S Framework
UNIT IV – STRATEGIC IMPLEMENTATION

1. Meaning of Strategic Implementation
2. Steps to strategic Implementation
3. Approaches to strategic implementation

UNIT V – STRATEGIC EVALUATION AND CONT

1. Meaning of Strategic Evaluation
2. Strategic Control
3. Balanced Scorecard: Definition, Meaning, Perspective (with diagram)

Books for Study and Reference:

1) Lawrence Jauch & William G Luck: Business Policy & Strategic Management
2) Michael Porter: Competitive Advantages
3) Alex Miller & Irwin: Strategic Management (Mc Graw Hill)
4) P. Subba Rao: Strategic Management (Himalaya Publishing House)
5) Alfred A Marcus: Management Strategy (Tata Mc Graw Hill)
6) Francis Cherunilam (Himalaya Publishing House)
7) Gupta V Gollakotak & Srinivasan: Business Policy & Strategic Management (New Delhi- Prentice Hall of India)
9) R Srinivasan: Strategic Management
10) Fred R David: Strategic Management – Concepts & Cases (PHI Learning)
12) G. Sudarsana Reddy: Strategic Management (Himalaya Publishing House)
13) Ravi M Kishore: Strategic Management – Text & Cases (Taxmann’s)
14) Thomas L Wheelan, David Hunger & Krish Rangarajan: Concepts in Strategic Management & Business Policy (Pearsons Publication)
15) Samuel C Certo & Paul Peter: Strategic Management – A focus on Process (Tata Mc Graw)

Sanjay Mohapatra: Case Studies in Strategic Management – A Practical Approach (Pearsons)