
Title: Strategic Management**Code: MGMT 536****Credit Hours: 3****Year /Semester: II/III****48 Hours**

Course Objectives:

This course intends to provide the students a comprehensive framework of managerial concerns and actions of strategic level managers of business corporations. The course has been designed and offered for developing analytical skills to study the complex business environment and apply globally popular tools and techniques for strategic choice, implementation and improvement.

Unit 1 Introduction to Strategic Management**8 Hours**

Concept of strategy and strategic management, Levels of strategy, Components of strategic management: Strategic Planning, Strategy Implementation and Strategic Control, Challenges of Strategic Management, Role of CEO in Strategic Management, Characteristics of Strategic Decisions, Importance of Strategic Management in the Globalized World

Unit 2 Environmental Analysis**12 Hours****Internal Environment Analysis**

Concept and Components of Internal Environment, Corporate Resources Analysis: Marketing, Human Resource, Production/Operation, Finance and Accounting, Concept of Available Resources, Threshold Resources, Unique Resources, Core Competencies, Strategic Advantage and Robustness, Techniques of Internal Analysis; Value Chain Analysis (Cost Efficiency, Product Features); Comparative Analysis (Historical Comparison, Industry Standards, Benchmarking), Strategic Advantage Profile (SAP)

External Environment Analysis

Concept and Components of External Environment: Remote and Operating Environment. Environmental Scanning: Concept and Process, Techniques of Environment Analysis: PESTEL Analysis (Political, Economic, Social-Cultural, Technological, Environmental, and Legal Analysis), Scenario Planning, Porter's Five Forces Model, Environment Threat and Opportunity Profile (ETOP)

Unit 3 Strategic Options**10 Hours**

SWOT Analysis for Strategic Options, Corporate Strategies; Stability, Growth, Diversification (Related and Unrelated), Retrenchment. Business Strategies: Porter's Competitive Strategy, Strategic Clock, Sustaining Competitive Advantage, Directions for Strategy Development: Protect and Build on Current Position, Market Penetration, Product Development, Market Development and Diversification

Unit 4 Strategy Implementation and Control**9 Hours**

Operationalizing the Strategy: Annual Objectives, Functional Strategies, Policies, Programs, Budgets and Procedures; Organization Structures for Strategy Implementation: Simple, Functional, Multi-Divisional, Holding, Matrix, Transnational, Team-Based and Project Structure, Management System, Managing Strategic Change, Strategic Control: Concept and Types

Unit 5 Strategy Evaluation**9 Hours**

Reviewing Bases of Strategy, Process of Evaluating Strategy, Evaluation criteria: suitability, acceptability and feasibility, Portfolio analysis for strategic choice; BCG matrix, GE business screen and Internal - External Matrix, Taking Corrective Actions, Case Study

Reference Books:

1. Thomas L. Wheelen, J. David Hunger (2010). *Strategic Management and Business Policy*, Pearson/Prentice Hall.
2. Arthur, A, Thomson and Strickland, A. J. (2002). *Strategic Management – Concept and Cases*. Tata McGraw Hill, New Delhi.
3. Kark Rajneesh (2008). *Competing with the Best: Strategic Management of Indian Companies in a Globalizing Arena*, Penguin Books. Azhar Kazmi