

Title: Strategic Management	Code: MGMT 382	
Credit Hours: 3	Year /Semester: IV/ VIII	48 Hours

Course Objectives:

This course is set to provide conceptual foundation of the subject to the students and familiarize them with the common process, tools and techniques of strategic planning in business organizations. It aims at delivering knowledge to the students regarding how the global companies strive to keep themselves at the competitive edge and what major steps they undertake to retain and develop their markets in relation to competitors.

Unit 1 Introduction to Strategic Management 8 Hours

Concept of strategy and strategic management, Levels of strategy, Strategic Management Process, Strategic Decisions: Characteristics and Importance, Some Concepts of Strategic Plan: Mission, Objectives, Strategies, Importance of Strategic Management in the Globalized World

Unit 2 Internal Environment Analysis 8 Hours

Concept and Components of Internal Environment, Concept of Available Resources, Threshold Resources, Unique Resources, Core Competencies, Strategic Advantage and Robustness, Introduction to Value chain analysis; Concept and techniques of Comparative Analysis (historical comparison, industry standards, benchmarking) Introduction to Strategic Advantage Profile (SAP)

Unit 3 External Environment Analysis 8 Hours

Concept and Components of External Environment: Remote and Operating Environment. Environmental Scanning: Concept and Process, Framework of Environment Analysis: PESTEL Analysis (political, economic, social-cultural, technological, environmental, and legal analysis), Industry Analysis Using Porter's Five Forces Model, Introduction to Environment Threat and Opportunity Profile (ETOP)

Unit 4 Strategic Options 10 Hours

Corporate Strategies: Stability, Growth, Diversification (Related and Unrelated), retrenchment. Business strategies: Porter's competitive strategy, Sustaining Competitive Advantage, Directions for strategy development: Protect and build on current position, Market penetration, Product Development, Market Development and Diversification, Some Common Methods of Strategic Development: Licensing, Franchising and Strategic Alliances

Unit 5 Strategy Implementation and Control 14 Hours

Operationalizing the strategy: Objectives, Designing Functional Strategies, Creating Policies, Development of Programs, Budgets and Operating Procedures; Designing Organization Structure; Strategic Control: Concept and Types of Strategic Control

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. Agrawal, G.R.: *Business Strategy & Strategic Management in Nepal*, M.K. Publisher Kathmandu