

Devi Ahilya University, Indore, India Institute of Engineering & Technology				I Year M.E.(Industrial Engineering and Management) Full Time			
Subject Code & Name	Instructions Hours per Week			Credits			
IMRIE2 STRATEGIC MANAGEMENT	L	T	P	L	T	P	Total
		3	1	1	3	1	1
Duration of Theory Paper: 3 Hours							

### Objectives & Prerequisites:

The objective of teaching this course is to enable students to integrate knowledge of various functional areas and other aspects of management, required for perceiving opportunities and threats for an organization in the long-run and second generation planning and implementation of suitable contingency strategies for seizing / facing these opportunities & threats.

## COURSE CONTENTS

### UNIT-1

#### Introduction:

Meaning, Need and Process of Strategic Management; Business Policy, Corporate Planning and Strategic Management; Single and Multiple SBU organisations; Strategic Decision-Making Processes – Rational-Analytical, Intuitive-Emotional, Political – Behavioral;

### UNIT-2

#### Objectives & Strategic Analysis:

Need, Formulation and changes in these three; Hierarchy of objectives, Specificity of Mission and Objectives. SWOT Analysis General, Industry and International Environmental Factors; Analysis of Environment, Environmental Threat and Opportunity Profile (ETOP) Strategic Advantage Profile (SAP).

### UNIT-3

#### Strategy Alternatives:

Grand Strategies and their sub strategies; Stability, Expansion, Retrenchment and Combination; Internal and External Alternatives; Related and Unrelated Alternatives, Horizontal and Vertical Alternatives; Active and Passive Alternatives; International Strategy Variations

### UNIT-4

#### Strategy Choice:

Making: Managerial Choice Factors, Choice Processes – Strategic Gap Analysis, ETOP-SAP Matching, BCG Product – Portfolio Matrix, G.E. Nine Cell Planning Grid; Prescriptions for choice of Business Strategy

## **UNIT-5**

### **Strategy Implementation, Evaluations and Control:**

Strategy Implementation, Evaluations and Control: Implementation Process; Resource Allocation; Organizational Implementation; Plan and Policy Implementation; Control and Evaluation Process; Criteria for Evaluation; Measuring Feedback; and Corrective Action.

### **BOOKS RECOMMENDED**

1. Azhar Kazmi, Business Policy and Strategic Management, TMH, 2010
2. Fred David, Strategic Management Concepts and Cases, PHI, 12 Ed
3. Whiller and Hunger, Basic Concepts of Strategic Management, TMH, 12 Ed

### **LABORATORY EXPERIMENTS:**

1. Case studies related to Process of Strategic Management; Business Policy, Corporate Planning.
2. Case studies related to Strategic Decision-Making Processes.
3. Case studies related to Strategy alternatives.
4. Case studies related to Making: Managerial Choice Factors, Choice Processes – Strategic Gap Analysis.
5. Case studies related to Strategy Implementation, Evaluations and Control.
6. Case studies related to Implementation; Control and Evaluation Process.