

Syllabus

MBA 401-18 Corporate Strategy

Unit I

Understanding Strategy and Strategic Management: Strategic Management Process, Strategic Decision Making, Levels of Strategy, Role of Strategists, Benefits of Strategic Management, Mckinsey's 7 S Model.

Defining Strategic Intent: Vision, Mission, Goals and Objectives.

External Environment Analysis: Concept of Environment, Strategically Relevant Components of External Environment, Environmental Scanning Techniques- ETOP, PEST, SWOT, TOWS.

Unit II

Industry Analysis- Porter's Five Forces Model; Strategic Group Mapping; Industry Driving Forces; Key Success Factors, External Factor Evaluation Matrix.

Internal Environment Analysis – Organisational Capabilities in Various Functional Areas and Strategic Advantage Profile. Resource Based View of an Organization: VRIO Framework; Value Chain Analysis; Competitive Advantage and Core Competency, Identification of Critical Success Factors (CSF). Internal Evaluation Factor Matrix.

Business Level Strategies – Porter's Framework of Competitive Strategies: Cost, Leadership, Differentiation and Focused Strategies, Location and Timing Tactics. Concept, Importance, Building and Use of Core Competence.

Unit III

Corporate Level Strategies – Expansion (Growth)-Horizontal and Vertical Integration, Strategic Outsourcing, Related and Un-related Diversification, International Entry Options, Corporate Restructuring. Concept of Synergy, Mergers & Acquisitions, Stability, Harvesting and Retrenchment and Combination Strategies.

Strategic Analysis and Choice (Multi Business Strategies: Portfolio Strategies) – BCG, GE Nine Cell, Product life Cycle Matrix).

Unit IV

Strategy Implementation- Strategy- Structure Fit: Resource Allocation, Projects and Procedural Issues. Organisation Structure and Systems in Strategy Implementation. Leadership and Corporate Culture. Operational and Derived Functional Plans to Implement Strategy. Integration of Functional Plans.

Strategy Evaluation and Control – Nature of Strategy Evaluation; Strategic Control and Operational Control. Organistional Systems and Techniques of Strategic Evaluation, Strategy Evaluation Framework; The Balanced Score Card.