

**BBA
Fourth Year
Eighth Semester**

MGT 112.3 (Credit hours 3)

Strategic Management II

BBA, Fourth Year, Eighth Semester

Course Objectives:

This course aims to expose strategic management implementation concepts and also to familiarize them with major strategic issues in the context of today's global dimension of business. Cases will be used to provide students with a balanced mix of service industries, multi-business firms, technology-focused firms, and global competition.

Course Contents:

- 1. Review of Strategy Formulation** **4 hours**
A brief review of the concept and process of strategic management, Environment analysis, Industry and competitive analysis, Strategy options and strategic analysis and choices
- 2. Global Business Environment** **6 hours**
Concept, Types and analysis of global business environment, Foreign market analysis and entry strategy, Cross-country differences, Strategy options for entering and competing in foreign markets, Strategic alliances and joint ventures, Networking strategies
- 3. Strategic Analysis and Choices in a Multi-business Company** **6 hours**
Concept and nature of multi-business company, Rationalizing, diversification and integration, Behavioral considerations affects strategic choice, Building shareholders' value, Analysis of external dependence, Internal political considerations
- 4. Operationalizing Strategy** **6 hours**
Concept and nature of strategy implementation, Short-term and long-term objectives, Policies, Functional tactics to operationalize strategy, Resource allocation, Managing conflicts, Employee empowerment
- 5. Institutionalizing Strategy** **6 hours**
Concept, Structuring an effective organization, Organizational leadership, Organizational culture, Matching structure with strategy, Building resource strengths and organizational capabilities, Managing the internal organization to promote better strategic execution, Installing support systems and supportive reward system.
- 6. Strategic Control and Evaluation** **8 hours**
Concept of control in strategic management, Types of control, Quality control, Role of strategic information system, Activity based costing, Measures of corporate performance, Measures of functional and divisional performance, Problems of measuring performance, Guidelines for proper control, Strategic audit to evaluate and control perforce.
- 7. Contemporary Strategic Issues:**
 - a. Internet Era** **4 hours**
The internet technology and participants: The demand for internal service and suppliers of technology and services, strategic challenges of competing technologies, Impact of Internet on competitive rivalry, barriers to entry, buyer power, supplier power
 - b. Managing Information Technology and Innovation** **3 hours**
Technology sourcing, Product portfolio, Evaluation and control
 - c. Entrepreneurial Ventures and Small Business** **3 hours**
Importance of small business and entrepreneurial ventures, Use of strategic planning and strategic management models, Issues in environmental scanning and strategy implementation from the perspective of small business
 - d. Not-for-profit Organization** **2 hours**
Concept and nature of not-for-organization, Importance of revenue sources, Usefulness of strategic management concept and techniques for not-for-profit organization

Text Books:

1. Pearce, John A. and Robinson, Richard B: *Strategic Management*, AITBS, Delhi.
2. Thomson, Arthur A. and Stickland III: *Strategic Management*, Tata Mcgraw-Hill, New Delhi
3. Wheelen, T.L and Hunger, J.D: *Strategic Management and Business Policy*, Pearson Education, New Delhi