

# UNDERGRADUATE PROGRAMME IN BACHELOR OF MANAGEMENT STUDIES

## CORPORATE STRATEGY

**Learning Objective:** To understand the concepts underlying how strategy is implemented in the business environment.

**Course Contents:**

**Unit I**

**Lectures: 12**

Introduction to Strategy: Nature & importance of business policy & strategy, Introduction to the strategic management process, Strategic Management & related concepts, Characteristics of corporate, business & functional level strategic management decisions. Company's mission statement, Need for a mission statement, Criteria for evaluating a mission statement, Formulation of a mission statement

**Unit II**

**Lectures: 12**

Environmental Analysis & Diagnosis: Analysis of company's external environment-Environmental impact on organization's policy and strategy, Organization's dependence on the environment. Analysis of remote environment, Analysis of specific environment- Michael E.Porter's 5 Forces model, Positioning against five forces. Analysis of internal environment-Importance of organization's capabilities, competitive advantage and core competence, Michael E. Porter's Value Chain Analysis.

**Unit III**

**Lectures: 10**

Competitive Strategies: Perspectives to competition- industry, marketing & strategic group; Competitive strategies- Michael E. Porter's generic competitive strategies, Implementing competitive strategies- offensive & defensive moves.

**Unit IV**

**Lectures: 12**

Corporate Strategies: Formulating corporate strategies, Introduction to strategies of growth, stability and renewal, types of growth strategies – concentrated growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint ventures), strategic fundamentals of merger & acquisitions(M&A), types of renewal strategies – retrenchment and turnaround.

**Unit V**

**Lectures: 10**

Strategic Frameworks: Strategic analysis & choice, Strategic gap analysis, Portfolio analysis – MECE approach, BCG, GE, product market evolution matrix, experience curve, directional policy matrix, life cycle portfolio matrix, Grand strategy selection matrix; Behavioral considerations affecting choice of strategy. Culture and strategic leadership: Implementing & operationalizing strategic choice, Impact of structure, culture & leadership; Functional strategies & their link with business level strategies.

**Text Books:**

1. Pearce, J.A., Robinson, R.B. & Mittal Amita. *Strategic Management: Formulation, Implementation and Control* (12th ed.). India: Tata McGraw-Hill Publishing Company Ltd.
2. Ghosh, P.K. (10th ed.). *Strategic Management*. India: Sultan Chand and Sons.

**References:**

1. Michael Porter. *Competitive Strategy*.
2. Thompson, Arthur A., Strickland III, A. J., Gamble, John E. and Jain A.K. (2006). *Crafting and Executing Strategy: Concepts and Cases* (14th ed.). India: Tata McGraw Hill.

**Online Reading/Supporting Material:**

1. Case discussion on RyanAir with reference to its low-cost strategy and market leadership
2. Case discussion on CocaCola with reference to 5-forces
3. Case discussion on Apple with reference to value chain and innovation
4. Introduction to Social Entrepreneurship and BOP theory of CK Prahalad
5. Case discussion on Zappos with reference to culture
6. Case discussion on Verghese Kurien with reference to leadership
7. Case discussion on Richard Branson with reference to creativity