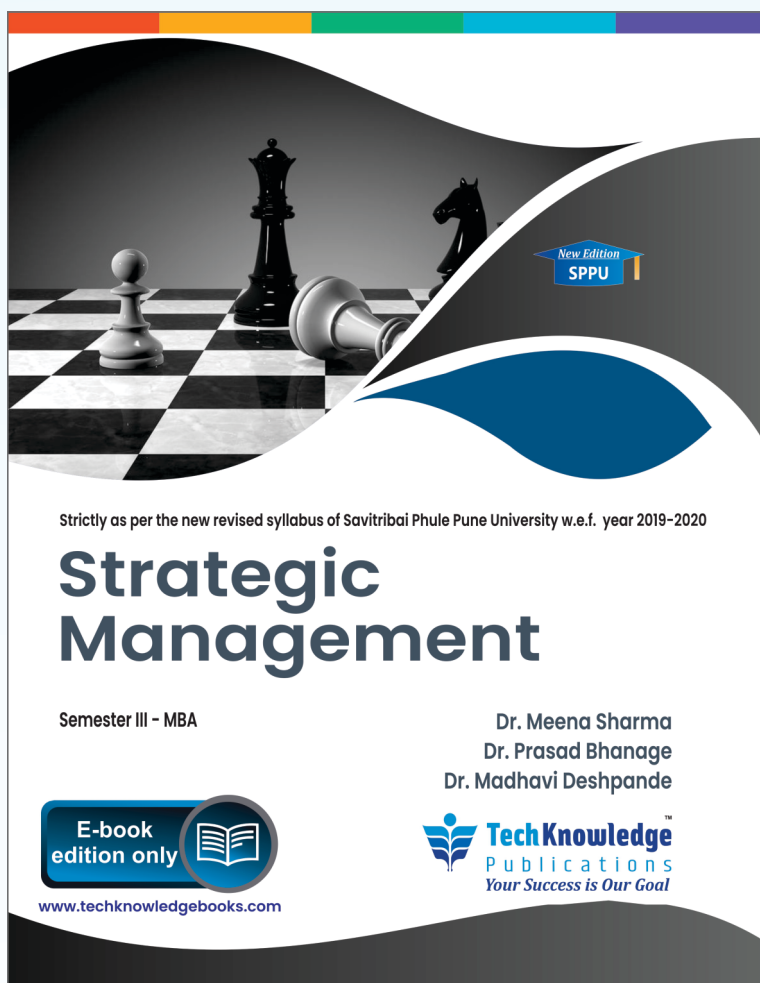


Strategic Management

MBA | Sem 3 | SPPU



Price : 190/-

ISBN : 978-93-90428-34-2

E-book Purchase link <https://techknowledgebooks.com/product/strategic-management/>

MCQ link <https://campusfunda.com/Book/mcq-view/NDg=>

About TechKnowledge Publication

Our vision is to create an impact on education

Our mission is to bring quality content closer to the student community

We accomplish this by continuous innovation and research towards understanding how learning happens. Our authors are ambassadors of technical & management education and know how to enable the readers for success beyond exam results and into their careers.

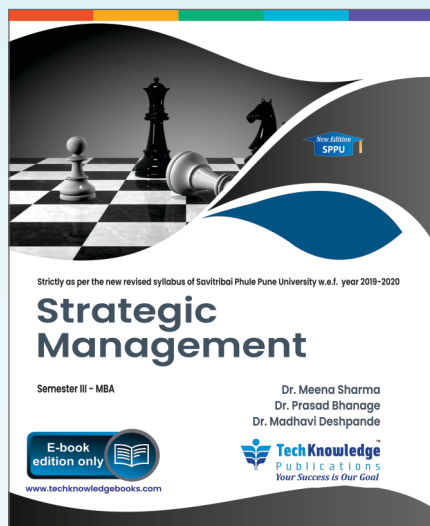


THE WHOLE LIBRARY IS IN YOUR PHONE

Step to Purchase E-Book

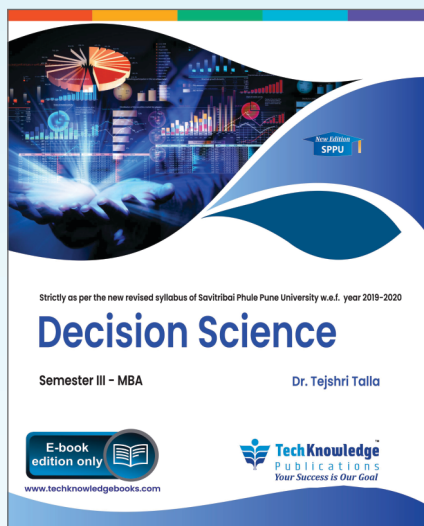
1. Visit the www.techknowledgebooks.com
2. From bookstore select appropriate University Branch and Subject.
3. Select 'Buy eBook' button.
4. You will be redirected to eBook portal -www.campusfunda.com
5. Signup / Login (mandatory) (Please confirm signup email in your inbox)
6. In ebooks section you will find the respective eBook for purchase.
7. You will have ebook in your account.

online or offline education learn better with Techknowledge eBooks



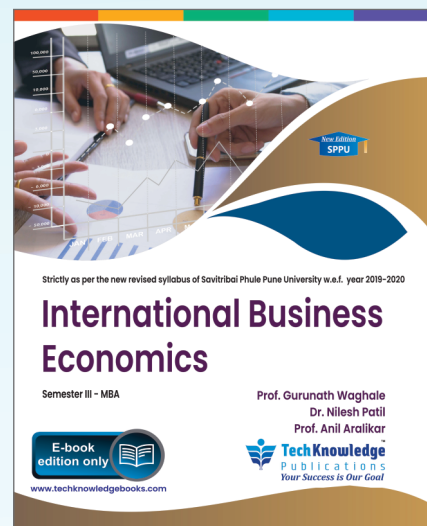
Price : ₹ 190/-

ISBN : 978-93-90428-34-2



Price : ₹ 190/-

ISBN : 978-81-947867-2-6



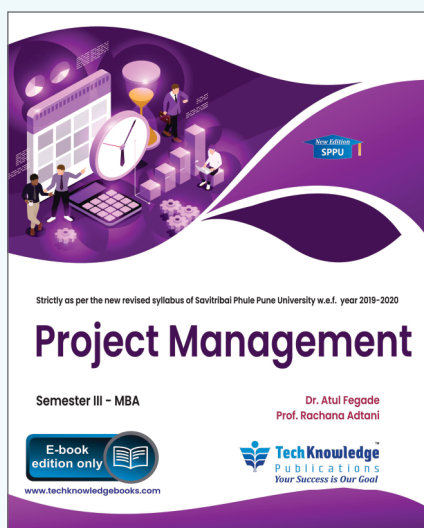
Price : ₹ 180/-

ISBN : 978-93-90428-26-7



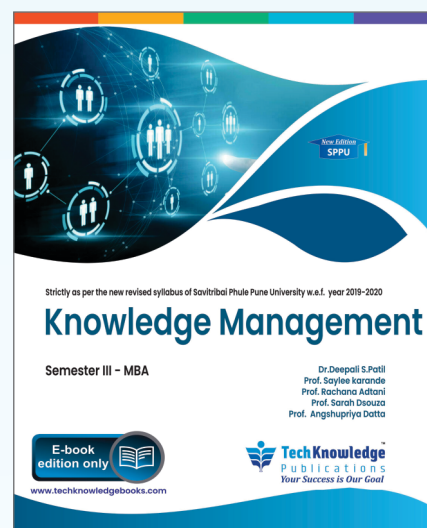
Price : ₹ 190/-

ISBN : 978-93-90428-27-4



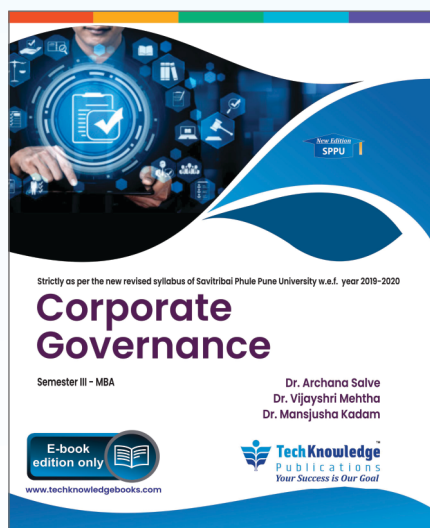
Price : ₹ 170/-

ISBN : 978-81-947867-8-8



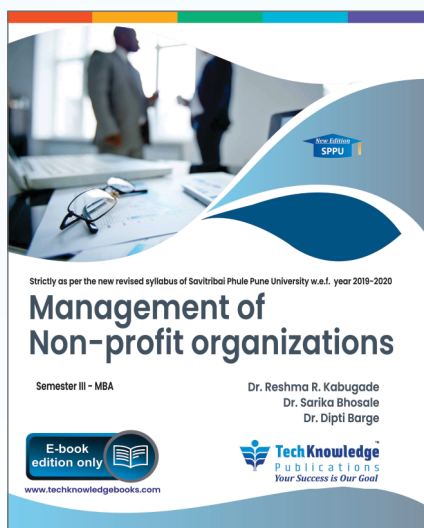
Price : ₹ 190/-

ISBN : 978-81-947867-5-7



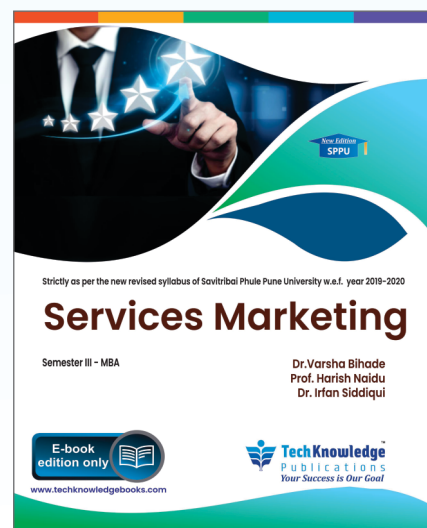
Price : ₹ 180/-

ISBN : 978-93-90428-20-5



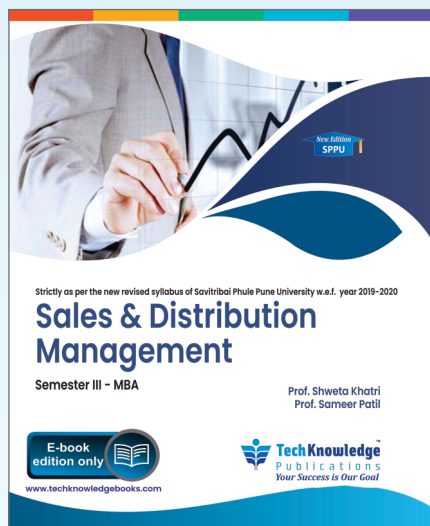
Price : ₹ 180/-

ISBN : 978-93-90428-28-1



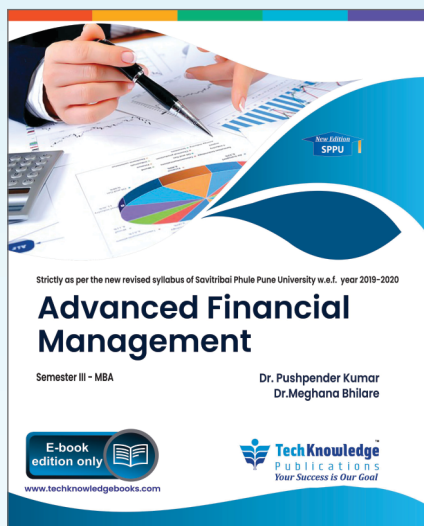
Price : ₹ 190/-

ISBN : 978-93-90428-19-9



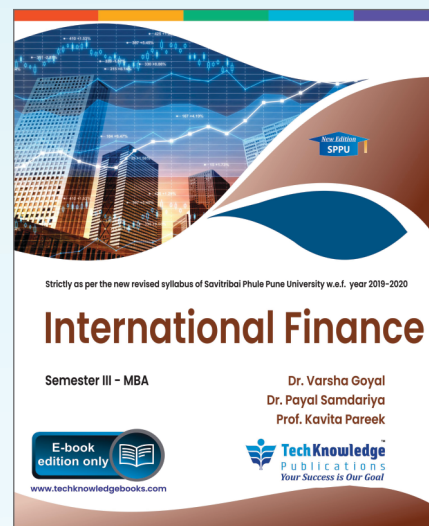
Price : ₹ 180/-

ISBN : 978-81-947867-9-5



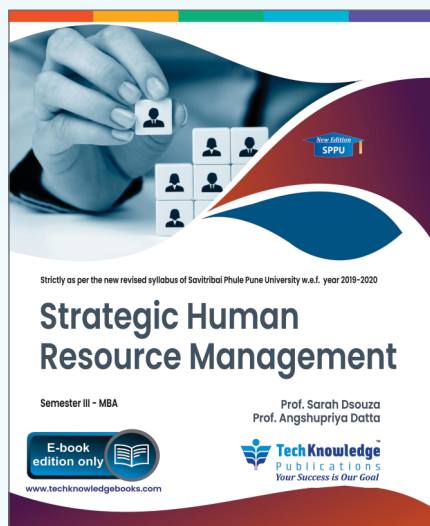
Price : ₹ 180/-

ISBN : 978-81-947867-0-2



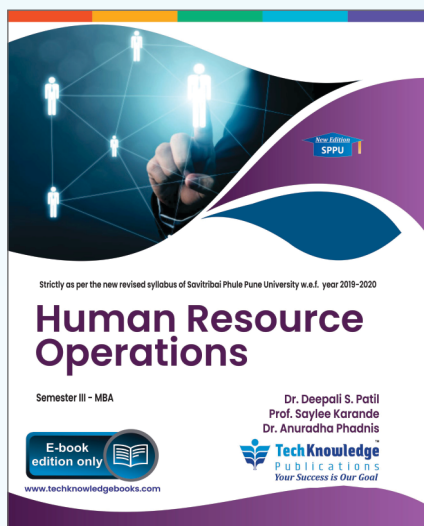
Price : ₹ 250/-

ISBN : 978-81-947867-3-3



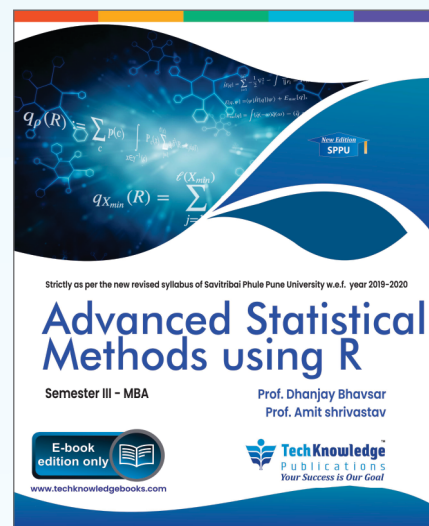
Price : ₹ 180/-

ISBN : 978-93-90428-35-9



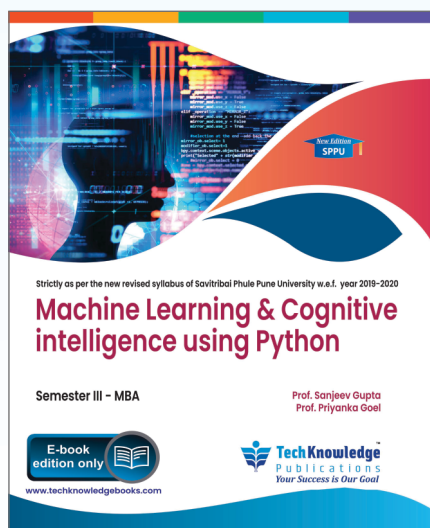
Price : ₹ 170/-

ISBN : 978-93-90428-25-0



Price : ₹ 200/-

ISBN : 978-81-947867-1-9



Price : ₹ 220/-

ISBN : 978-81-947867-7-1



Price : ₹ 150/-

ISBN : 978-81-947867-6-4



Price : ₹ 160/-

Strategic Management

(Code : GC – 11)

Semester III – Master of Business Administration (MBA)

(Savitribai Phule Pune University)

Strictly as per the New Revised Syllabus (Rev. 2019) of Savitribai Phule Pune University w.e.f. academic year 2020-21 (As per Choice Based Credit System)

Dr. Meena Sharma

PGDBM (Human Resource Management),

M.Phil & Ph.D(Human Resource),

HOD

D.Y.Patil Institute of Management, Ambi.

Dr. Madhavi Deshpande

PGDMM, Ph.D (Talent Management (HR)),

MBA(HR), MCOM (Cost and Works Accounting)

Dr. Prasad Bhanage

PhD(Management & Commerce),

Director

Sahajeevan Shikshan Sanstha's Madanbhai Sura Institute
of Business Management, Khed, Ratnagiri.



ONPOMBA1A Price ₹ 190/-



(Book Code : ONPOMBA1A)

Strategic Management

Dr. Meena Sharma, Dr. Madhavi Deshpande, Dr. Prasad Bhanage

Semester III – Master of Business Administration (MBA) (SPPU)

Copyright © by Authors. All rights reserved. No part of this publication may be reproduced, copied, or stored in a retrieval system, distributed or transmitted in any form or by any means, including photocopy, recording, or other electronic or mechanical methods, without the prior written permission of the publisher.

This book is sold subject to the condition that it shall not, by the way of trade or otherwise, be lent, resold, hired out, or otherwise circulated without the publisher's prior written consent in any form of binding or cover other than which it is published and without a similar condition including this condition being imposed on the subsequent purchaser and without limiting the rights under copyright reserved above.

First Edition : December 2020

This edition is designed for Savitribai Phule Pune University but can be globally purchased.

ISBN : 978-93-90428-34-2

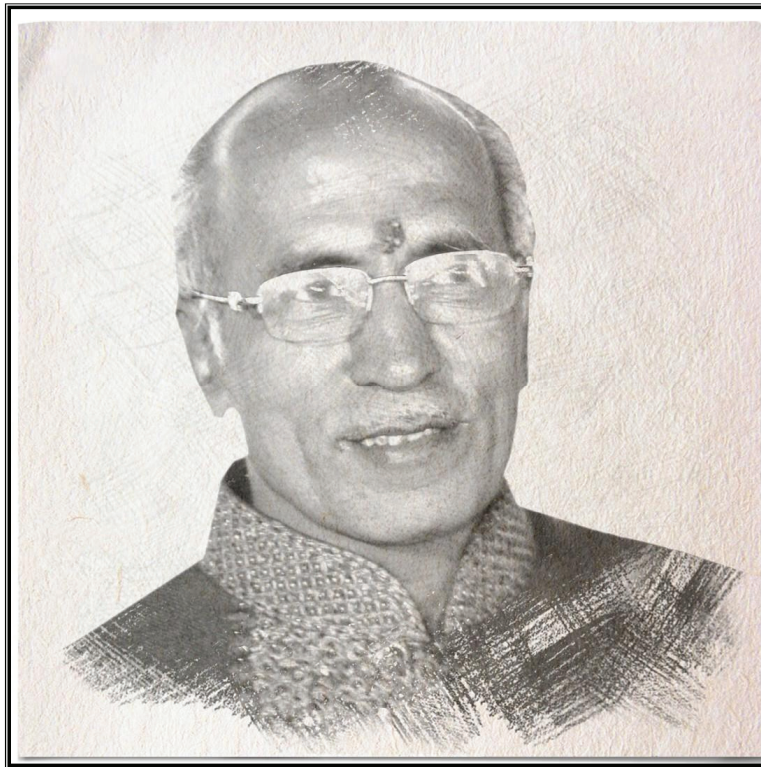
Published by
TechKnowledge Publications

Head Office : B/5, First floor, Maniratna Complex,
Taware Colony, Aranyeshwar Corner,
Pune - 411 009, Maharashtra State,
India. Ph : 91-20-24221234, 91-20-24225678.

[Code : GC – 11] (FID : ONPOMBA1) (Book Code : ONPOMBA1A)

(Book Code : ONPOMBA1A)

*We dedicate this Publication soulfully and wholeheartedly,
in loving memory of our beloved founder director,
Late Shri. Pradeepji Lalchandji Lunawat,
who will always be an inspiration, a positive force and strong support
behind us.*



“My work is my prayer to God”

- Lt. Shri. Pradeepji L. Lunawat

*Soulful Tribute and Gratitude for all Your
Sacrifices, Hardwork and 40 years of Strong Vision...*

Preface

Dear Students,

We are extremely happy to present the book of **“Strategic Management”** for you. We have divided the subject into small chapters so that the topics can be arranged and understood properly. The topics within the chapters have been arranged in a proper sequence to ensure smooth flow of the subject.

We present this book in the loving memory of **Late. Shri. Pradeepji Lunawat**, our source of inspiration and a strong foundation of **“TechKnowledge Publications”**. He will always be remembered in our hearts and motivate us to achieve our new milestone.

We are thankful to Seema P. Lunawat, Vaishali Nisargand and Dr. Deepali Patil for the encouragement and support that they have extended. We are also thankful to the staff members of TechKnowledge Publications and others for their efforts to make this book as good as it is. We have made every possible efforts to eliminate all the errors in this book. However if you find any, please let us know, because that will help us to improve the book quality further.

We are thankful to my family members and friends for their patience and encouragement.

- Authors

□□□

About the Authors

Dr. Meena Sharma

PGDBM (Human Resource Management),

M.Phil & Ph.D(Human Resource),

HOD

D.Y.Patil Institute of Management, Ambi.

Is a Commerce Post Graduate. She holds Masters in Business Studies with M Phil and Ph. D in Human Resource. She did PGDBM in Human Resource Management in first class with distinction and stood 1st in college. Dr Meena possesses more than 11 years of Academic and 10 years of Industry Experience. She has worked as a Head of the Department of Management at D.Y.Patil Institute of Management, Ambi. Currently, holds a position of Associate Professor at one of the reputed Management Institute under Savitribai Phule Pune University. She has earned 'Most Outstanding Faculty' award for her contribution and dedicated work.

She has written two books for Management Courses and published more than 28 research papers in Scopus, National and International Journals. She has attended and organised various Conferences at Management Institutes. She has been invited as Key note speaker , Subject expert at National and International Conferences. She has also served in various editorial roles.

She has guided a number of research and internship projects. She is also a member of Syllabus review committee at Savitribai Phule Pune University and actively involved in various Academic activities.



Dr. Meena Sharma

Dr. Madhavi Deshpande

PGDMM,

Ph.D (Talent Management (HR),

MBA(HR), MCOM (Cost and Works Accounting)

Dr. Madhavi Deshpande is a complete people's person. She believes in nurturing individual talents and harnessing the resultant performances. She has an excellent track record in academics and has been appreciated by her students for her methods of teaching. She also has more than 22 years of Academic as well as Industry experience in training life skills, recruitments, HR initiatives. She has been associated with industry as a consultant – HR. She has pioneered creative learning programs for the students. Her special areas of interest are Communications, Workplace Behaviors, and Organizational Development and Life Skills. She is a successful anchor, communicator, niche area of expertise in talent management, recruitment and training, leading to business goals.



Dr. Madhavi Deshpande

Dr. Prasad Bhanage

PhD(Management &Commerce),

Director

Sahajeevan Shikshan Sanstha's Madanbhai Sura
Institute of Business Management, Khed, Ratnagiri.

Dr. Prasad Bhanage (PhD - Management & PhD - Commerce), is a Director of Sahajeevan Shikshan Sanstha's Madanbhai Sura Institute of Business Management, Khed, Ratnagiri. He has a total working experience of around 32 years till date including 18 years in various industries and 14 years as academican in Business Administration in India, Malaysia, Thailand and Rwanda - Africa. In Africa he has headed the project of starting up and developing of Business School in Rwanda for 3 years. His main areas of interest are Human Resources & Business Strategy. Throughout his academic career he has focused on the counseling & career guidance of students. Promoting the entrepreneurship development and human values among the students have remained always his main objectives.

□□□

Reviewer

Dr. Manjusha Kadam

Ph.D (Organization Management),

MBA (Marketing Management),

MCM, e-Commerce and FDPM.

Dr. Manjusha Kadam is Ph.D. in Organization Management from Savitribai Phule Pune University with 18 years of academic and industry experience. She has MBA in Marketing Management, MCM, e-Commerce and FDPM from IIM, Indore. Currently working on organizational governance, capacity building and business development activities as Independent Advisor with different Corporates, Government and Community organizations Pan India.

She is a Member of Board of Governance and Board of Studies for MIT School of Distance Education. She is Certified Master Trainer for e-Governance by Govt. of India. She is a subject expert with VAMNICOM (Apex institute of Cooperative Management at Ministry of Agriculture, Government of India). She is Life Member of esteemed Indian Society for Studies in Cooperatives. She is subject expert for Social Science Curriculum Development for CSAWM under College of Agriculture, Pune. She was special invitee and speaker for Rural Market and Service Excellence Forum by MarcusEvan, UK and The Economic Times Rural Strategy Summit. She is handling Learning & Development activities for Tata Chemicals Society for Rural Development Pan India.

She is Market & Business Development Advisor, Certified Trainer for Entrepreneurship

Development, Leadership & Rural Marketing. She was awarded “Accredited Management Teacher” by All India Management Association, New Delhi. She was awarded by UBS for knowledge contribution to the field of Academics and Management education. Awarded research grants at Pune University for studies on Sustainable Development. She is a Writer and Editor of Books, Chapters, Articles and Research Papers



Dr. Manjusha Kadam

Syllabus

Semester III		301 – Strategic Management
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 301.1	Remembering	DESCRIBE the basic terms and concepts in Strategic Management.
CO 301.2	Understanding	EXPLAIN the various facets of Strategic Management in a real world context.
CO 301.3	Understanding	DESCRIBE the trade-offs within and across strategy formulation, implementation, appraisal.
CO 301.4	Applying	INTEGRATE the aspects of various functional areas of management to develop a strategic perspective.
CO 301.5	Analysing	EXPLAIN the nature of the problems and challenges confronted by the top management team and the approaches required to function effectively as strategists.
CO 301.6	Creating	DEVELOP the capability to view the firm in its totality in the context of its environment.

- 1. Understanding Strategy :** Concept of strategy, Levels of Strategy - Corporate, Business and Functional. Strategic Management - Meaning and Characteristics. Distinction between strategy and tactics, Strategic Management Process, Stakeholders in business, Roles of stakeholder in strategic management. Strategic Intent – Meaning, Hierarchy, Attributes, Concept of Vision & Mission - Process of envisioning, Difference between vision & mission. Characteristics of good mission statements. Business definition using Abell's three dimensions. Objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA). Components of a strategic plan, Analyzing Company's External Environment: Environmental appraisal, Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP). Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers. **(7+2)**
- 2. Analyzing Company's Internal Environment :** Resource based view of a firm. Analyzing Company's Resources and Competitive Position - meaning, types & sources of competitive advantage, competitive parity & competitive disadvantage. VRIO Framework, Core Competence, characteristics of core competencies, Distinctive competitiveness. Benchmarking as a method of comparative analysis. Value Chain Analysis Using Porter's Model : primary & secondary activities. Organizational Capability Profile: Strategic Advantage Profile, Concepts of stretch, leverage & fit, ways of resource leveraging – concentrating, accumulating, complementing, conserving, recovering. Portfolio Analysis: Business Portfolio Analysis – BCG Matrix – GE 9 Cell Model. **(7+2)**
- 3. Generic Competitive Strategies :** Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy. Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment – Turnaround, Divestment, Liquidation, Outsourcing Strategies. **(7+2)**

(Book Code : ONPOMBA1A)

4. **Strategy Implementation** : Barriers to implementation of strategy, Mintzberg's 5 Ps – Deliberate & Emergent Strategies. Mc Kinsey's 7s Framework. Organization Structures for Strategy Implementation: entrepreneurial, functional, divisional, SBU, Matrix, Network structures, Cellular/ Modular organization, matching structure to strategy, organizational design for stable Vs. turbulent environment, Business Continuity Planning. Changing Structures & Processes: Reengineering & strategy implementation – Principles of Reengineering. Corporate Culture: Building Learning organizations, promoting participation through technique of Management by Objectives (MBO). Strategy Evaluation: Operations Control and Strategic Control - Symptoms of malfunctioning of strategy – Concept of Balanced scorecard for strategy evaluation. (7+2)
5. **Blue Ocean Strategy** : Difference between blue & red ocean strategies, principles of blue ocean strategy, Strategy Canvass & Value Curves, Four Action framework. Business Models: Meaning & components of business models, new business models for Internet Economy– E-Commerce Business Models and Strategies – Internet Strategies for Traditional Business –Virtual Value Chain. Sustainability & Strategic Management: Start ups- growth and reasons for decline. Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management, meaning of triple bottom line, people-planet-profits. (7+2)

□□□



Index

Unit 1

Chapter 1 : Understanding Strategy	1-1 to 1-38
1.1 Introduction to Concept of "Strategy"	1-2
1.2 Levels of Strategy	1-5
1.3 Strategic Management - Meaning	1-6
1.3.1 What is strategy ?	1-7
1.3.2 Need for strategic management	1-8
1.3.3 Characteristics of Strategy	1-8
1.3.4 Benefits of Strategic Management	1-9
1.3.5 Distinction between strategy and tactics	1-9
1.3.6 The process of strategic management	1-10
1.3.7 Stakeholders in business, Roles of stakeholder in strategic management	1-11
1.3.8 Role of the stakeholder in business	1-12
1.4 Strategic Intent	1-12
1.5 Vision	1-13
1.6 Mission	1-14
1.7 Business Definition	1-16
1.7.1 Abel's three dimensional Business Model	1-16
1.8 Goals and Objectives	1-17
1.9 Critical Success Factors (CSFs)	1-18
1.10 Key Performance Indicators (KPI)	1-18
1.11 Key Result Areas (KRA)	1-19
1.12 Components of a strategic plan	1-19
1.13 Analysing Company's External Environment	1-21
1.13.1 Features of environment	1-21
1.13.2 Purpose of General Environmental Analysis	1-21
1.14 Sources of Environmental Data	1-21
1.15 Scenario Planning	1-22
1.16 Types of Environment	1-23
1.16.1 Internal Environment	1-23
1.16.2 External Environment	1-23
1.17 Environmental Threat and Opportunity Profile (ETOP)	1-24
1.18 Analyzing Industry Environment	1-25
1.19 Michael Porter's approach to industry analysis	1-26
1.20 Summary	1-31
1.21 Key words	1-32

**Unit 2**

Chapter 2 : Analyzing Company's Internal Environment	2-1 to 2-28
2.1 Introduction.....	2-2
2.1.1 Analyzing Company's Resources and Competitive Position.....	2-2
2.1.2 Competitive advantage.....	2-5
2.1.3 Sources of competitive advantage	2-7
2.1.4 Competitive Parity and Competitive Disadvantage	2-9
2.2 VRIO Framework.....	2-11
2.2.1 Core Competence	2-12
2.2.2 Distinctive competitiveness	2-13
2.2.3 Benchmarking as a method of comparative analysis.....	2-14
2.3 Value Chain Analysis Using Porter's Model: Primary and Secondary Activities.....	2-15
2.3.1 Value chain analysis.....	2-15
2.3.2 Elements in Porter's Value Chain.....	2-16
2.4 Organizational Capability Profile	2-17
2.5 Concepts of stretch, leverage and fit.....	2-19
2.6 Ways of resource leveraging.....	2-20
2.7 Portfolio Analysis	2-21
2.8 BCG Matrix	2-21
2.9 GE Nine Cell Model.....	2-24

Unit 3

Chapter 3 : Generic Competitive Strategies	3-1 to 3-14
3.1 Generic Competitive Strategies.....	3-2
3.1.1 Differentiation strategy	3-2
3.1.2 Focus strategy	3-3
3.2 Grand Strategies	3-4
3.2.1 Stability Strategy.....	3-5
3.2.2 Growth Strategies.....	3-5
3.2.3 Retrenchment strategies	3-10

Unit 4

Chapter 4 : Strategy Implementation	4-1 to 4-27
4.1 Strategy Implementation	4-2
4.1.1 Barriers to implementation of strategy.....	4-2
4.2 Mintzberg's 5 Ps (Deliberate & Emergent Strategy)	4-4
4.3 Mc Kinsey's 7s Framework	4-6
4.4 Organization Structures for Strategy Implementation	4-7



4.4.1	Entrepreneurial	4-7
4.4.2	Functional	4-8
4.4.3	Divisional	4-8
4.4.4	Strategic Business Unit (SBU)	4-9
4.4.5	Matrix	4-9
4.4.6	Network structures.....	4-10
4.4.7	Cellular/ modular organization.....	4-11
4.5	Matching structure to strategy	4-12
4.6	Business Continuity Planning	4-13
4.7	Changing Structures & Processes	4-15
4.7.1	Re-engineering & strategy implementation	4-15
4.7.2	Principles of Reengineering	4-17
4.8	Corporate Culture	4-17
4.9	Building Learning organizations	4-18
4.9.1	Learning organizations should have five main activities	4-19
4.10	Promoting participation through technique of Management by Objectives (MBO)	4-20
4.10.1	Definition of MBO	4-20
4.10.2	Features of Management by Objectives.....	4-20
4.10.3	Common Elements of a Management by Objectives Program	4-20
4.10.4	Benefits of Management by Objectives.....	4-21
4.10.5	Weaknesses of Management by Objectives	4-22
4.10.6	Limitations of MBO	4-22
4.11	Strategy Evaluation	4-22
4.11.1	Operations Control and Strategic Control	4-22
4.11.2	Symptoms of malfunctioning of strategy	4-23
4.11.3	Concept of Balanced scorecard, for strategy evaluation.....	4-24

Unit 5

Chapter 5 : Blue Ocean Strategy		5-1 to 5-31
5.1	Concept of Blue Ocean and Red Ocean	5-2
5.1.1	Introduction	5-2
5.1.2	What is Red Ocean? "	5-2
5.1.3	Definition of Red Ocean Strategy	5-2
5.1.4	What is Blue Ocean?	5-2
5.1.5	Definition of Blue Ocean Strategy	5-2
5.1.6	The crux of the Blue Ocean Strategy	5-2
5.1.7	The History of the Blue of Ocean Strategy	5-3
5.1.8	Pros of Blue Ocean Strategy	5-3
5.1.9	Cons of Blue Ocean Strategy	5-4
5.2	Difference between blue & red ocean strategies	5-4
5.3	Principles of Blue Ocean Strategy	5-6



5.4	Strategy Canvass & Value Curves	5-9
5.4.1	Strategy Canvass	5-9
5.4.2	Value Curves	5-10
5.5	Four Action framework.	5-11
5.6	Business Model	5-12
5.6.1	Meaning of business model.....	5-12
5.7	Components of business model	5-13
5.7.1	Identify your specific audience	5-13
5.7.2	Establish business processes	5-13
5.7.3	Record key business resources	5-13
5.7.4	Develop a strong value proposition	5-13
5.7.5	Determine key business partners	5-13
5.7.6	Create a demand generation strategy.....	5-14
5.7.7	Leave room for innovation	5-14
5.8	New business models for Internet Economy– E-Commerce Business Models	5-14
5.8.1	Four Traditional Ecommerce Business Models.....	5-14
5.8.2	Five Modern/Innovative Ecommerce Business Models (Five Value Delivery Methods for Ecommerce Innovation).....	5-15
5.9	Strategies – Internet Strategies for Traditional Business	5-16
5.9.1	Search engine optimization (SEO)	5-16
5.9.2	Pay-per-click (PPC) advertising	5-17
5.9.3	Content marketing	5-17
5.9.4	Social media	5-18
5.9.5	Email marketing.....	5-18
5.9.6	Web design.....	5-18
5.9.7	Conversion rate optimization (CRO)	5-19
5.9.8	Reputation management	5-19
5.9.9	Influencer marketing	5-19
5.10	Virtual Value Chain.....	5-19
5.10.1	Meaning of Virtual Value Chain	5-19
5.10.2	Five elements of Virtual Value Chain	5-20
5.10.3	Network management	5-20
5.11	Sustainability & Strategic Management.....	5-20
5.11.1	Start-ups growth : The 6 Stages of a Start-up.....	5-20
5.11.2	Reasons for decline of Start-ups	5-21
5.12	Sustainability Issues in Strategic Management.....	5-24
5.13	Threats to sustainability.....	5-24
5.14	Integrating Social & environmental sustainability issues in strategic management	5-25
5.15	Meaning of triple bottom line, people-planet-profits	5-26

Unit 1

Understanding Strategy

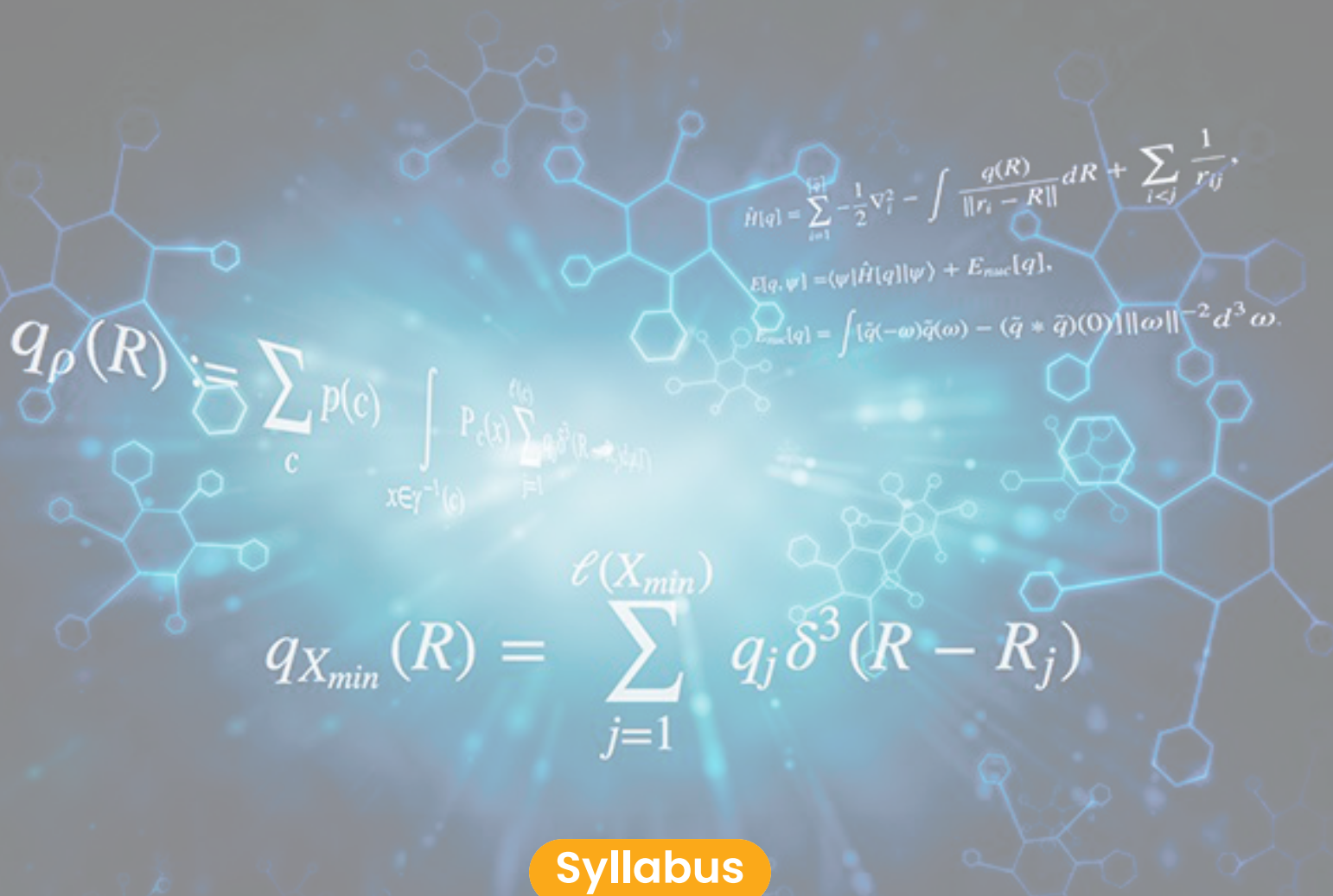


Syllabus

Concept of strategy, Levels of Strategy – Corporate, Business and Functional. Strategic Management – Meaning and Characteristics. Distinction between strategy and tactics, Strategic Management Process, Stakeholders in business, Roles of stakeholder in strategic management. Strategic Intent – Meaning, Hierarchy, Attributes, Concept of Vision & Mission – Process of envisioning, Difference between vision & mission. Characteristics of good mission statements. Business definition using Abell's three dimensions. Objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA). Components of a strategic plan, Analyzing Company's External Environment: Environmental appraisal, Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP). Analyzing Industry Environment: Industry Analysis – Porter's Five Forces Model of competition, Entry & Exit Barriers.

Unit 2

Analyzing Company's Internal Environment

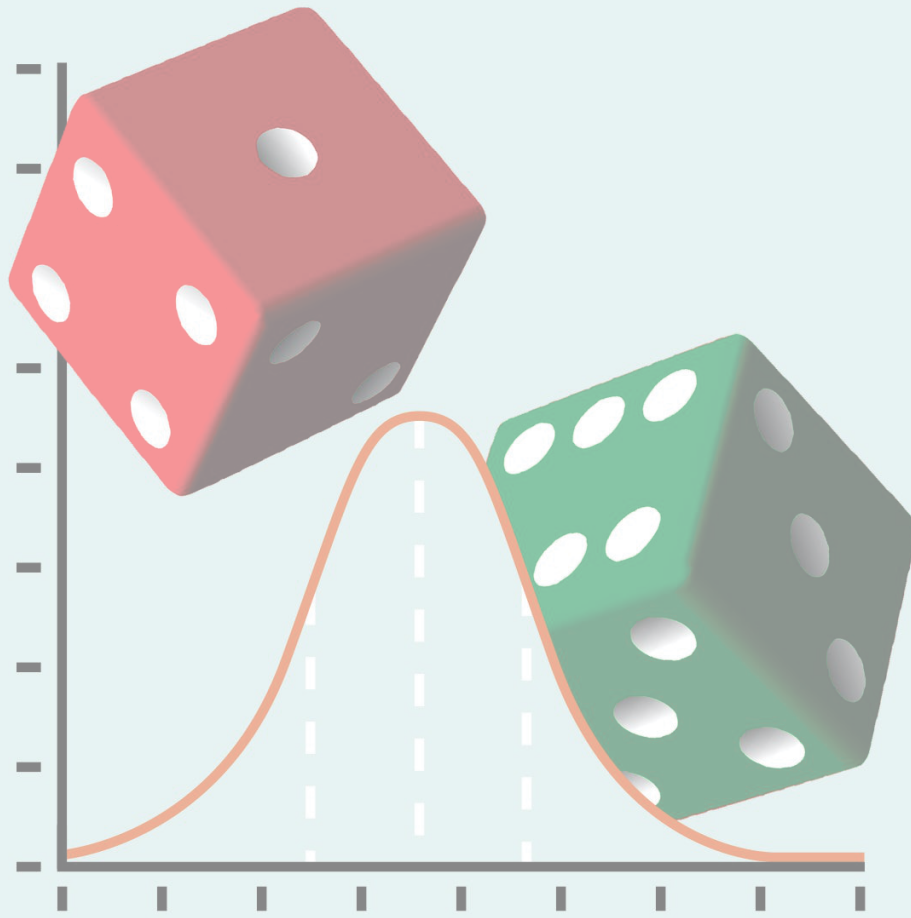


Syllabus

Resource based view of a firm. Analyzing Company's Resources and Competitive Position – meaning, types & sources of competitive advantage, competitive parity & competitive disadvantage. VRIO Framework, Core Competence, characteristics of core competencies, Distinctive competitiveness. Benchmarking as a method of comparative analysis. Value Chain Analysis Using Porter's Model: primary & secondary activities. Organizational Capability Profile: Strategic Advantage Profile, Concepts of stretch, leverage & fit, ways of resource leveraging – concentrating, accumulating, complementing, conserving, recovering. Portfolio Analysis: Business Portfolio Analysis – BCG Matrix – GE 9 Cell Model.

Unit 3

Generic Competitive Strategies

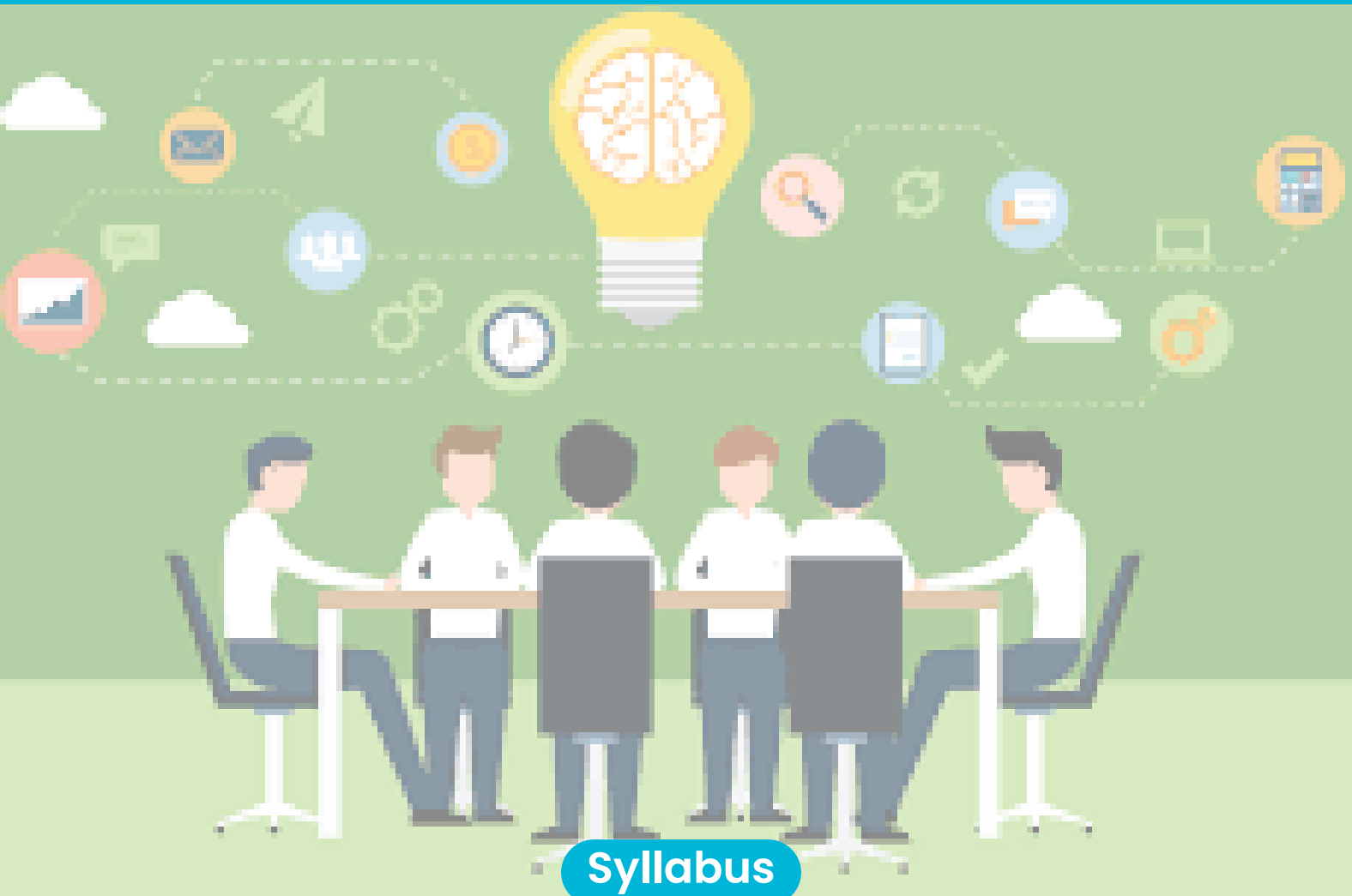


Syllabus

Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy. Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment – Turnaround, Divestment, Liquidation, Outsourcing Strategies.

Unit 4

Strategy Implementation

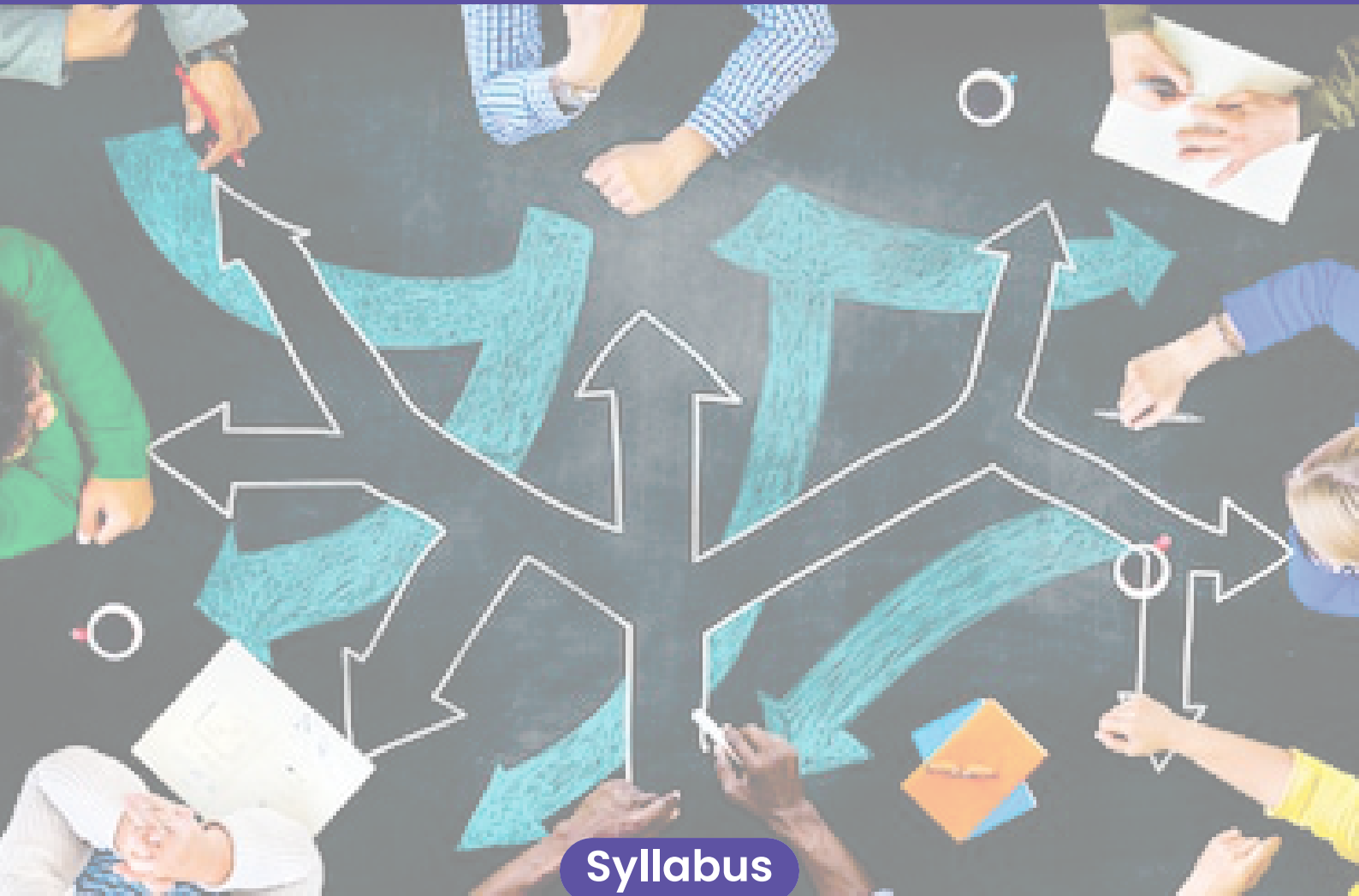


Syllabus

Barriers to implementation of strategy, Mintzberg's 5 Ps – Deliberate & Emergent Strategies. Mc Kinsey's 7s Framework. Organization Structures for Strategy Implementation: entrepreneurial, functional, divisional, SBU, Matrix, Network structures, Cellular/ Modular organization, matching structure to strategy, organizational design for stable Vs. turbulent environment, Business Continuity Planning. Changing Structures & Processes: Reengineering & strategy implementation – Principles of Reengineering. Corporate Culture: Building Learning organizations, promoting participation through technique of Management by Objectives (MBO). Strategy Evaluation: Operations Control and Strategic Control – Symptoms of malfunctioning of strategy – Concept of Balanced scorecard for strategy evaluation.

Unit 5

Blue Ocean Strategy



Syllabus

Difference between blue & red ocean strategies, principles of blue ocean strategy, Strategy Canvass & Value Curves, Four Action framework. Business Models: Meaning & components of business models, new business models for Internet Economy– E-Commerce Business Models and Strategies – Internet Strategies for Traditional Business –Virtual Value Chain. Sustainability & Strategic Management: Start ups– growth and reasons for decline. Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management, meaning of triple bottom line, people-planet-profits.