

<b>Name of the course</b>	<b>Strategic Management</b>
<b>Course Code</b>	MGMT-408
<b>Semester</b>	VII
<b>Credit Hours</b>	3
<b>Prerequisite</b>	-
<b>Learning outcomes</b>	<p>On completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> <li>1. Analyze and evaluate, both qualitatively and quantitatively, the performance of people responsible for strategic decisions.</li> <li>2. Understand the present and future environment in which corporations must function.</li> <li>3. Develop analytical and decision-making skills for dealing with complex conceptual problems in an ethical manner.</li> <li>4. Demonstrate the functions of strategic management.</li> </ol>
<b>Contents</b>	<p><b>Unit-1 An Overview</b></p> <ol style="list-style-type: none"> <li>1.1 Strategic management: Definition and process</li> <li>1.2 Key terms in Strategic Management</li> <li>1.3 The nature of strategic decisions.</li> <li>1.4 The strategy managers: the role and tasks.</li> <li>1.5 Strategic planning and its benefits and pitfalls</li> </ol> <p><b>Unit-2 Strategy Formulation</b></p> <ol style="list-style-type: none"> <li>2.1 Vision and Mission</li> </ol>

	2.2	The business vision & mission
	2.3	Importance of vision and mission
	2.4	Components of mission statement
	2.5	Writing and evaluating mission statement
<b>Unit-3</b>		<b>Strategy Formulation: External &amp; Internal Assessment</b>
	3.1	Operating environment scanning
	3.2	Structural analysis of competitive forces
	3.3	The structure and performance of the industry as a whole
	3.4	The structure and performance of individual competitors
	3.5	Company situation analysis
	3.6	Financial diagnosis
	3.7	Other functional areas diagnosis
	3.8	Existing strategies audit
	3.9	SWOT analysis
<b>Unit-4</b>		<b>Strategies in Action</b>
	4.1	Long-term Objectives
	4.2	Types of Strategies
	4.3	Integration Strategies
	4.4	Intensive Strategies
	4.5	Diversification Strategies
	4.6	Defensive Strategies
	4.7	Michael Porter's Generic Strategies
	4.8	Means for achieving Strategies
	4.9	Strategic Management in non-profit and Government Organization
	4.10	Strategic Management in small firms
<b>Unit-5</b>		<b>Strategy Formulation: Organizational Process</b>
	5.1	The strategy-making hierarchy
	5.2	Corporate strategy
	5.3	Line of business strategies
	5.4	Functional strategies
	5.5	Operating strategies
	5.6	The factors shaping strategy
	5.7	Strategy and ethics
	5.8	The basic strategy-making approaches.
<b>Unit-6</b>		<b>Strategy Analysis and Choice</b>
	6.1	A comprehensive strategy formulation framework
	6.2	The input stage
	6.3	The matching stage
	6.4	SWOT Matrix
	6.5	Space Matrix
	6.6	BCG Matrix
	6.7	IE Matrix
	6.8	The Grand Strategy Matrix
	6.9	The decision
	6.10	QSPM Matrix

	<p>6.11 Strategy choice criteria</p> <p>6.12 Consistency tests</p> <p>6.13 Clarity of goals</p> <p>6.14 Appropriate timing</p> <p>6.15 Flexibility</p> <p>6.16 Management commitment</p> <p>6.17 The politics of strategy choice</p> <p><b>Unit-7 Strategy Implementation</b></p> <p>7.1 Analyzing strategy-change</p> <p>7.2 Analyzing organizational structure</p> <p>7.3 Analyzing organizing culture</p> <p><b>Unit-8 Strategies Evaluation</b></p> <p>8.1 Evaluation Framework</p> <p>8.2 Characteristics of an effective evaluation system</p> <p>8.3 Contingency planning</p> <p>8.4 Auditing</p> <p>8.5 21st century challenges in Strategic Management</p> <p><b>Unit-9 Strategic Control</b></p> <p>9.1 The strategic control process</p> <p>9.2 The management information system (MIS) and strategic control</p> <p>9.3 Top management &amp; strategic control</p> <p><b>Unit-10 A Case Analysis Framework</b></p> <p>10.1 Diagnosis and record of the current situation</p> <p>10.2 Identification and record of the strategic issues and key problems</p> <p>10.3 Formulation and evaluation of alternative course of actions</p> <p>10.4 Selection of an action plan and set of recommendation</p> <p>10.5 How to avoid pitfalls in case analysis</p> <p>10.6 Communication of case analysis</p> <p>10.7 The written report</p> <p>10.8 The oral presentation and discussion</p>
<b>Teaching &amp; Learning Strategies</b>	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
<b>Assignment</b>	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
<b>Suggested Readings</b>	<p>Campbell, D., Edgar, D., &amp; Stonehouse, G. (2011). <i>Business strategy: an introduction</i>. Macmillan International Higher Education.</p> <p>David, F. R., &amp; David, F. R. (2018). <i>Strategic management concepts and cases: A competitive advantage approach</i> (16<sup>th</sup> ed.). Pearson.</p> <p>Gamble, J., Thompson, A. A., &amp; Peteraf, M. (2010). <i>Essentials of strategic management</i>. McGraw-Hill Publishing.</p> <p>Hitt, M. A., Ireland, R. D., &amp; Hoskisson, R. E. (2012). <i>Strategic management cases: Competitiveness and globalization</i> (9<sup>th</sup> ed.). Cengage Learning.</p>

	<p>Jenkins, W., &amp; Williamson, D. (2015). <i>Strategic management and business analysis</i>. Routledge.</p> <p>Peter, J. P., &amp; Certo, S. C. (1988). <i>Strategic management: Concepts and applications</i>. McGraw-Hill.</p> <p>Scholes, K., &amp; Johnson, G. (Eds.). (2001). <i>Exploring public sector strategy</i>. Pearson Education.</p>
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### **Assessment and Examinations**

Sr. #	Elements		Details	Conducting Body
1	Midterm Assessment		Written test (at the mid-point of the semester)	College
2	Formative Assessment		Assignment, presentation and quiz	College
3	Final Assessment		Written test (at the end of the semester)	The University of Punjab, Lahore.