

# UNIVERSITY OF KARACHI

## STRATEGIC MANAGEMENT

BBA – VIII (Hons.)

**Course Title: STRATEGIC MANAGEMENT**

**Course Number : BA (H) – 602**

**Credit Hours : 03**

### **Objective**

This course is aimed to impart knowledge to students that enables them to analyze firm's capacity and environmental happening in order to make quality decisions. This course provides insight about analysis, mission formulation, objective setting, strategy formulation, implementation and strategic control. This course examines in detail the different areas that serve as major input to strategic management of any firm. Students would also be given supplementary work in the form of "A Case Analysis" which enables students to diagnose and record strategic issues and key problems of firms.

### **Course Contents**

#### **1. Introduction**

- 1.1 Strategic Management
- 1.2 Definition and Process
- 1.3 Nature of Strategic Decisions
- 1.4 The Strategy Managers : The Role and Tasks

#### **2. Strategy Formulation : Information Input**

- 2.1 Operating Environment Scanning
- 2.2 Structural Analysis of Competitive Forces
- 2.3 The Structure and Performance of the Industry as a Whole

#### **3. Strategy Formulation : Mission and Objective**

- 3.1 Concepts: Mission, Goals, Objectives and Targets
- 3.2 Mission Development and Statement

- 3.3 Relationship
- 3.4 The Strategy Making Hierarchy
- 3.5 Corporate Strategy
- 3.6 Functional Strategies
- 3.7 Operating Strategy
- 3.8 Factors Shaping Strategy

#### **4. Action Plan Choice**

- 4.1 The Generic Competitive Strategies
- 4.2 The Offensive Strategies Postures
- 4.3 The Defensive Strategies Postures
- 4.4 Corporate Diversification Strategies

#### **5. Strategies Evaluation and Selection**

- 5.1 Evaluation Models
- 5.2 Growth Share Matrix (GSM)
- 5.3 General Electric's Shop Light Grid
- 5.4 Life Cycle Analysis
- 5.5 Gap Analysis
- 5.6 Directional Policy Matrix (DPM)
- 5.7 Selection Models and Contexts

#### **6. Function Strategy Formulation**

- 6.1 Selection of Functional Areas
- 6.2 Formulation of Functional Objectives
- 6.3 Formulation of Functional Action Plans

#### **7. Strategy Implementation**

- 7.1 Analyzing Strategy Change
- 7.2 Analyzing Organizational Structure
- 7.3 Analyzing Organizing Culture
- 7.4 Selecting an Implementation Approach

#### **8. Strategic control**

- 8.1 The Strategic Control Process

#### **9. A Case Analysis Framework**

9.1 Diagnosis and Record of the Current Situation

9.2 Identification and Record of the Strategic Issues and Key Problems

### **Recommended Books**

1. Bower, Joseph L, Business Policy Text, McGraw Hill, 1995.
2. Dess, Gregory G. Lumpkin, G.T. (Tom) Eisner, Alan, Strategic Management: Creating Competitive Advantage", 3/e, McGraw Hill / Irwin, 2006.
3. Dess, Gregory G. Lumpkin, G.T. (Tom) Eisner, Alan, Strategic Management: Text and Cases, 2/e, McGraw Hill / Irwin, 2005.