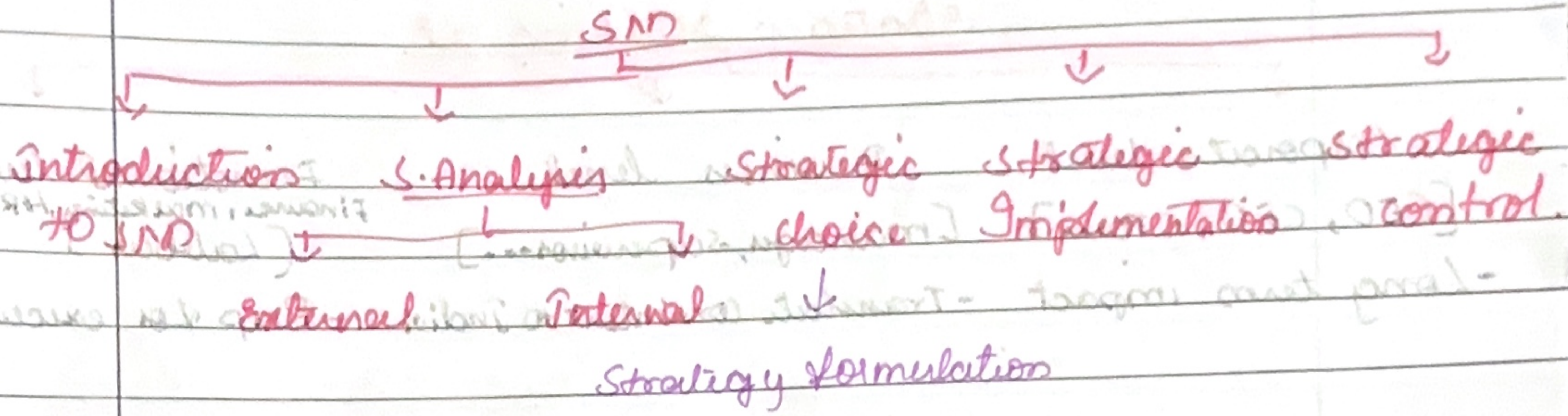




Introduction to Strategic Management

- Management → ① Set of interrelated functions
- P O S L C
- ② Planning organising staffing leading controlling
- Represent key groups of people in organisation

strategy

It is a long range blue print of an organisation's

Desired - Image, direction & destination

[William F. Gluck]
Unified, comprehensive & Integrated. (Plan) designed to achieve Basic objective business

S S G E P
Survival stability growth efficiency profitability

* Nature of strategy → Blend of proactive & Reactive

Partly Proactive
Org makes the strategy & implements it.

Partly Reactive
- In Response to
- changes in environment
- New learnings

* Strategy is NO substitute for a sound & Alert Mgmt.

Strategy Making at

Corporate level	Business level	Functional level
[CEO, CFO, CTO...]	[managers, supervisors...]	Finance, marketing, HR, Prod'n (Labour) Tasks.
- Long term impact	- Translate Cor. intent to Indivi	- Resp for execution of

Strategic Management → Provide a framework.

It is a managerial process of.

Developing a strategic vision → setting objectives → creating a strategy → implementing the strategy → Taking corrective actions (control)

- Objectives** (S.M.)
- 1) To create a competitive advantage.
 - 2) To guide the co through all the changes in environment.

S.M.

Importance

- Proactive
- Enhanced longevity
- Corporate defence mechanism
- Provide framework - major decisions
- Develop core-competency & comp. adv
- helps develop realistic obj & goals.
- Prepare org for Facing future
- key pathfinder.

Limitations

- Env't is highly complex & Turbulent
- difficult to understand Env. in complete sense.
- Time consuming
- Costly Process.
- difficult estimate competitors responses.

Strategic Management Phases/stages

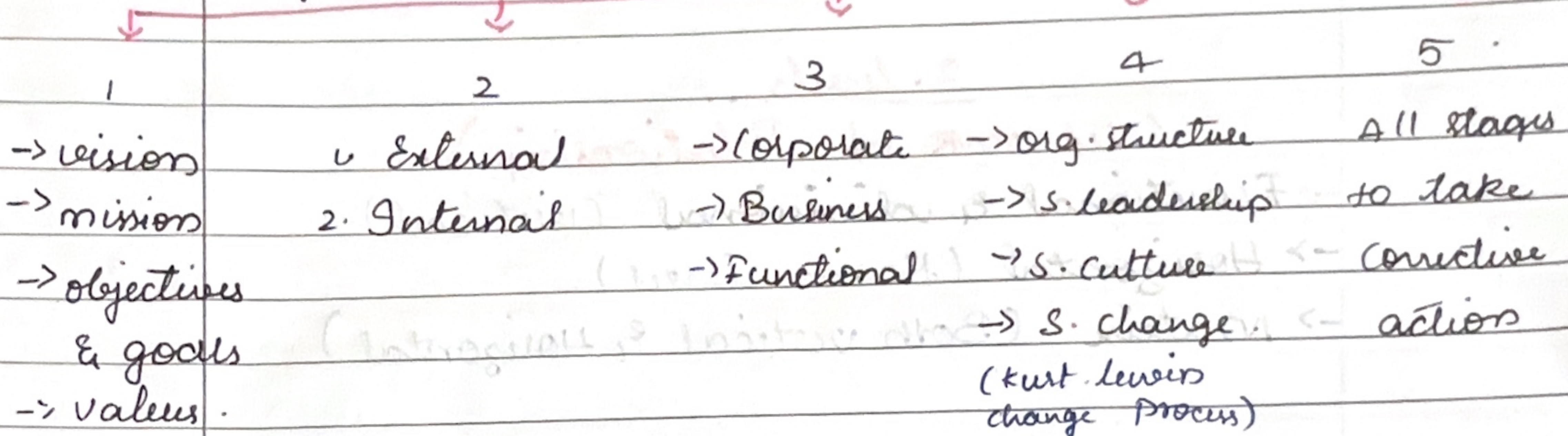
Stage - 1 : Developing strategic intent

Stage - 2 : Strategic Analysis

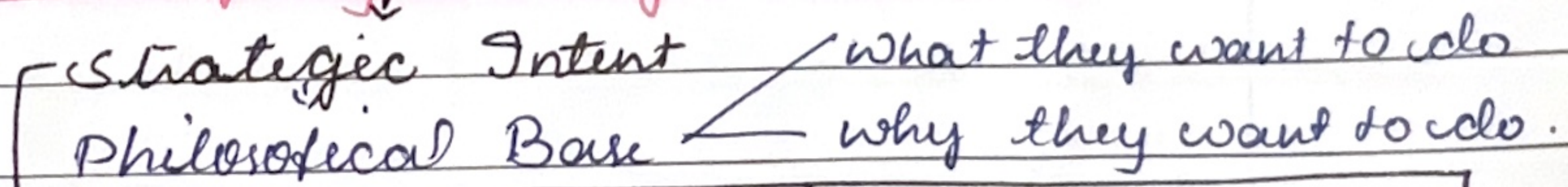
Stage - 3 : Crafting a strategy

Stage - 4 : Strategic Implementation

Stage - 5 : Strategic Control



Stage - 1 Developing strategic intent



Vision	Mission	Objectives & goals	Values
corporate level	Business level	Functional level	All stages
Road map	Present business scope	open ended closed ended	(Deeply rooted Principles)
Co.'s future prevailing	1) what business are we in	Performance targets	- Omni present
Specifics about:	2) what we do	Future stage/outcome	
- Customer focus			
- Technology			
- Geography & product market			
- Capabilities it plans to develop			
- kind of co.			
→ trying create			

* Why should

org have a

mission - 7 points

Serve as a focal point

What is our mission

* Characteristics of objectives

A need for both

long term &

short term objectives

* areas in which long term obj

* Essentials for a Strategic vision:

- Think creatively - about future
- Ex. Intelligent entrepreneurship
- A clear articulated vision → create
- Enthusiasm among memb. of org.
- Best worded vision - create clearly illuminate the direction

3. levels

(Network of Relationship)

- Functional & divisional (vertical)
- Horizontal (Same level)
- Matrix (Both vertical & Horizontal)

