

SEMESTER – III: COMMON

Mandatory Course 1: Corporate Strategy

Course Type:	PG: Program General	Course Credits:	4
Course Code:	C3PM504	Course Duration:	60 Hours

Course Objective:

- To introduce strategic frameworks and their relevance in organizational decision-making.
- To equip students with analytical skills to assess competitive positioning using industry analysis tools.
- To enable students to analyze the effectiveness of corporate strategies including mergers, acquisitions, vertical integration, and diversification.
- To enhance student capabilities in evaluating organizational structure, resource allocation, and strategy execution.
- To foster critical thinking on strategic interdependencies, innovation, and common pitfalls in corporate strategies.

Course Outcomes:

- CO1: Understand the frameworks in strategy
- CO2: Apply strategic frameworks to real-world strategic decisions.
- CO3: Analyse the benefits and challenges of different corporate strategies, including M&A, vertical integration, and diversification.
- CO4: Evaluate organization structure, process and boundaries for resource allocation decisions
- CO5: Develop critiques about strategy execution, organizational structure, and managing interdependencies.

Unit/ Module	Content	CO Mapping	Hours Assigned
1	Strategy – definition, 4P's of strategy, Corporate and SBU strategies- four levers – scope, assets, design, scale; three positioning outcomes – value proposition, Bargaining Power, Cost structure	CO1, CO2	6

2	Structural Analysis of Industries – Porter’s Five Forces Model	CO1, CO2	6
3	PESTEL & SWOT as tools for strategic formulation	CO1, CO2	6
4	Social Business Models – Osterwalder and Pigneur Business Model canvas	CO1, CO2	6
5	The scope of the firm – where to compete? Horizontal, vertical and geographic scope; value creation in a multi-business firm	CO3	6
6	Mergers & Acquisitions – backward and forward integration; post-acquisition integration strategies	CO3, CO4	6
7	Alliances and Joint ventures – pooling complementary assets and resources, co-creating value with other firms	CO3, CO4	6
8	Organization Structure and Processes – resources allocation and decision making; balancing autonomy and collaboration	CO3, CO4	6
9	Corporate Boundaries and Open Innovation – ecosystem-based strategies, digital technologies and AI - role in corporate strategy	CO3, CO4, CO5	6
10	Failure of Corporate Strategies – flaws in strategic logic; misplaced motives for diversification	CO3, CO4, CO5	6

Textbooks:

1. Collis, D. J., & Montgomery, C. A. – Corporate Strategy: Resources and the Scope of the Firm
2. Porter, M. E. – Competitive Strategy
3. Goold, M., Campbell, A., & Alexander, M. – Corporate-Level Strategy

4. Christensen, C. M. – The Innovator's Dilemma
5. Khanna, T. & Palepu, K. – Winning in Emerging Markets
6. Prahalad, C. K., & Hamel, G. – Competing for the Future

Reference Books:

1. Henry Chesbrough. Open Innovation. 2003
2. C.K. Prahalad, Gary Hamel. The Core Competence of the Corporation. 1990
3. Christopher Bartlett, Sumantra Ghoshal. Managing across Borders

