

STRATEGIC MANAGEMENT

Dr. Partha Priya Das Dr. Moni Deepa Das Dr. Abhijeet Suresh Nikam Dr. Laxminarayan C. Kurpatwar

Kripa Drishti Publications, Pune.

STRATEGIC MANAGEMENT

Dr. Partha Priya Das

Associate Professor, Arka Jain University, Jamshedpur.

Dr. Moni Deepa Das

Assistant Professor, Jamshedpur Workers' College, Jamshedpur.

Dr. Abhijeet Suresh Nikam

Commerce, Sabarmati University, Gujarat.

Dr. Laxminarayan C. Kurpatwar

HOD, Dept. of Commerce, Sant. Dnyaneshwar Mahavidyalaya Soegaon, Aurangabad.

Kripa-Drishti Publications, Pune.

Book Title: Strategic Management

Authored By: Dr. Partha Priya Das, Dr. Moni Deepa Das,

Dr. Abhijeet Suresh Nikam,

Dr. Laxminarayan C. Kurpatwar

Price: ₹699

1st Edition

ISBN: 978-93-48091-77-2



Published: Jan 2025

Publisher:



Kripa-Drishti Publications

A/503, Poorva Height, SNO 148/1A/1/1A,

Sus Road, Pashan-411021, Pune, Maharashtra, India.

Mob: +91-8007068686

Email: editor@kdpublications.in
Web: https://www.kdpublications.in

©Copyright Dr. Partha Priya Das, Dr. Moni Deepa Das, Dr. Abhijeet Suresh Nikam, Dr. Laxminarayan C. Kurpatwar

All Rights Reserved. No part of this publication can be stored in any retrieval system or reproduced in any form or by any means without the prior written permission of the publisher. Any person who does any unauthorized act in relation to this publication may be liable to criminal prosecution and civil claims for damages. [The responsibility for the facts stated, conclusions reached, etc., is entirely that of the author. The publisher is not responsible for them, whatsoever.]

PREFACE

An overview of the main subjects and ideas of strategic management is provided in STRATEGIC MANAGEMENT. In order to demonstrate the various tactics employed by modern businesses—and how they go about putting those tactics into practice—the writers use well-known businesses and figures as examples. Students will gain knowledge about conducting internal and external analyses, measuring organizational performance, and conducting case analyses. To put it briefly, they will comprehend how businesses function strategically in order to succeed.

This book gives students the basic ideas and phases of strategic management and planning in businesses, along with the tools they need to make decisions that will help them stay competitive in today's business environment. It gives a broad overview of the evolving business environment and introduces the main ideas and themes of organizational and competitive strategies.

Strategic Management: From Confrontation to Transformation is appropriate for both undergraduate and graduate students studying strategy. It will help you expand your understanding of and expertise in creating and executing strategies in the real world.

Abbreviations

Analysis of Variance (ANOVA)
Autoregressive (AR)
Auto-Regressive Integrated Moving Average (ARIMA)
Business Process Management (BPM)
Business Process Reorganization (BPR)
Change Management (CM)
Chief Compliance Officer (CCO)
Chief Financial Officer (CFO)
Chief Human Resources Manager (CHRM)
Chief Marketing Officer (CMO)
Chief Operations Officer (COO)
Chief Technology Officer (CTO)
Confidence Interval (CI)
Corporate Social Responsibility (CSR)
Corporate Social Responsibility (CSR)
Cumulative Distribution Function (CDF)
Defining, Measuring, Analyzing, Improving, and Controlling (DMAIC)
Holts-Winters Multiplicative Method (MWM)
Holt-Winter's Additive Method (HWIM)
Human Resources (HR)

Intergovernmental Panel on Climate Change (IPCC) **Key Performance Indicators (KPIs)** Moving Average (MA) Moving Average (MA) Net Promoter Score (NPS) Ordinary Least Squares (OLS) Quality Management System (QMS) Political, Economic, Social, Technological, Environmental, and Legal (PESTEL) Probability Density Function (PDF) Probability Mass Function (PMF) Return On Investment (ROI) Simple or Single Exponential Smoothing (SES) Single Exponential Smoothing (SES) Skew-Normal Density (SNBn(λ)) Specific, Measurable, Realistic, Relevant, And Time-Bound (SMART) Strategic Business Unit (SBU) Strategic Business Units (SBUs) Strengths, Weaknesses, Opportunities, and Threats (SWOT) The Chief Executive Officer (CEO) The Ordinary Least Squares (OLS)

Total Quality Management (TQM)

INDEX

Unit 1: Introduction to Strategic Management	1
1.1 Introduction:	1
1.2 Strategy - Concept and its Evolution:	
1.3 Strategic Management Characteristics:	
1.4 Dimensions:	
1.4.1 Vertical Dimension:	6
1.4.2 Horizontal Dimension:	
1.4.3 Strategic Dimensions:	
1.4.4 Dimensions of Strategic Decisions:	7
1.5 Approaches to Strategic Decision Making:	
1.5.1 Strategic Decision-Making Process:	
1.5.2 Examples of Strategic Decision Making Most Frequently Used:	13
1.5.3 Advantages:	
1.5.4 Disadvantages:	15
1.6 Strategic Management Process:	
1.6.1 Steps of The Strategic Management Process:	
1.6.2 Understanding the Strategic Management Process:	
1.7 Components of Strategic Management Model:	
1.7.1 Policies:	
1.7.2 Role of Top Management Strategic:	
1.7.3 Strategic Implications of Social and Ethical Issues:	
1.8 Case Study:	
1.9 Questions:	
Unit 2: Strategic Formulation, Strategic Analysis and Strategic Planning.	31
2.1 Introduction:	
2.1.1 Strategy Formulation:	
2.1.2 Strategic Analysis and Strategic Planning:	
2.2 Organizational Goals:	
2.2.1 Types of Organizational Goals:	
2.3 Mission:	
2.4 Social Responsibility:	
2.5 Analysis of Business Environment:	
2.6 Internal Analysis for Strategic Advantage:	
2.7 Strategic Planning:	
2.7.1 Benefits:	
2.7.2 Steps:	
2.7.3 Alternatives:	49
2.7.4 Advantages:	50

2.7.5 Disadvantages:	50
2.8 Designing an Effective Strategic Plan:	
2.8.1 Strategic Design Management:	
2.8.2 Strategic Plan:	51
2.9 Case Study:	53
2.10 Questions:	53
Unit 3: Strategic Choices and Strategy Implementation	55
3.1 Introduction:	55
3.1.1 Strategy Implementation:	56
3.1.2 Strategy Implementation Process:	57
3.2 Generating Strategic Alternatives for Stability:	57
3.3 Strategies for Growth and Sustainability Strategic Alternatives for	Product
Portfolio Model Development Evaluation:	
3.3.1 Growth Strategy:	59
3.3.2 Strategy Evaluation:	61
3.3.3 Product Development:	62
3.4 Selection of Suitable Corporate Strategy:	67
3.4.1 Corporate strategy:	
3.4.2 Eleven Key Components of a Successful Corporate Strategy:	
3.4.2 Benefits of Corporate-Level Strategy:	
3.4.3 Importance of A Corporate Strategy:	
3.5 Implementation Issues:	
3.5.1 Planning and Allocation of Resources:	
3.6 Organizational Structures – Factors Affecting the Choice:	
3.6.1 Factors of an Organizational Structure:	
3.6.2 Benefits of Organizational Structures:	
3.7 Degree of Flexibility and Autonomy:	
3.8 Case Study:	
3.9 Questions:	79
Unit 4: Functional Strategy and Strategic Review	80
4.1 Introduction:	
4.1.1 Functional Strategies:	
4.1.2 Strategic Review:	
4.2 Knowledge and Formulation of Functional Strategy for Marketing:	
4.2.1 Strategy Formulation:	
4.2.2 Create a Marketing Strategy:	
4.3 Environment Sustainability:	
4.3.1 Environmental Sustainability Work:	
4.3.2 Environmental Sustainability Importance:	
4.4 CSR (Corporate Social Responsibility):	
4.4.1 CSR Importance:	
4.4.2 Benefits of CSR:	93

4.5 Human Resource:	94
4.6 Finance:	95
4.6.1 Potential Careers:	96
4.7 Logistics:	97
4.7.1 Importance of Logistics:	
4.8 Evaluation of Strategic Performance:	
4.8.1 Criteria and Problems Concept of Corporate Restructuring:	
4.8.2 Business Process Reengineering, Benchmarking:	
4.8.3 TQM and Six Sigma:	
4.9 Chankyaniti - A Case Study Approach:	
4.10 Case Study:	
4.11 Questions:	
Unit 5: Time Series	112
5.1 Introduction:	112
5.1.1 Definition:	
5.2 Component of Time Series:	
5.3 The Trend:	
5.3.1 Deterministic Trends:	
5.3.2 Stochastic Trends:	
5.4 Seasonal Variation:	
5.5 Cyclical Variation:	
5.6 Irregular Variation:	
5.7 Methods of Estimating Trends:	
5.7.1 Graphical Method:	
5.7.2 Semi-AverageMethod:	
5.7.3 MovingAveragesMethod:	
5.7.4 Method of LeastSquares:	
5.8 Moving Average (with periods 3,4,5):	
5.8.1 Centered Moving Average:	
5.8.2 Measurement of Trend by the Method of Moving Average:	
, c	
5.9 Fitting of Trend Line and Second-Degree Curve:	
5.10.1 Types of Exponential Smoothing:	
7	
5.11 Case Study:	
5.12 Questions:	149
Unit 6: Theory of Probability Distributions: Discrete and Continuous	150
6.1 Introduction:	150
6.2 Random Variables, Discrete Random Variable, Continuous Random	
0.2 Kandom Variables, Discrete Kandom Variable, Continuous Kandom	
6.3 Probability Distribution and Probability Mass Function (p. m.f.) of	
Random	
6.3.1 Probability Distribution:	

6.3.2 Probability Mass Function:	155
6.3.3 Probability Density Functions:	
6.4 Expected Value, Variance and Standard Deviation:	
6.5 Marginal, Joint and Conditional Distribution:	
6.5.1 Marginal Distribution:	
6.5.2 Joint Distributions:	
6.5.3 Conditional Distribution:	
6.6 Numerical Problems on Finding p.m.f/p.d.f, Expected Value and Variance	
6.6.1 Expected Value:	
6.6.2 Expected Value and Variance:	
6.7 Case Study	
6.8 Questions:	
Unit 7: Standard Probability Distributions and Parameters Estimation	171
7.1 Binomial Distribution: P.M.F., Mean and Variance:	171
7.1.1 Mean and Variance of Binomial Distribution:	
7.2 Poisson Distribution: P. M. F., Mean and Variance:	
7.2.1 Poisson Distribution Mean and Variance:	
7.3 Normal Distribution: P. M. F., Mean, Variance, Properties:	
7.4 Exponential Distribution: Definition, Mean, Variance and Properties	
7.5 Limiting Relations Between These Distributions:	
7.6 Numerical Problems to Calculate Probabilities, Mean and Variance:	
7.7 Parameter and Statistic:	
7.7.1 Parameter:	
7.7.2 Statistics:	
7.7.3 Similarities Between Statistic and Parameter:	
7.8 Unbiased Estimator:	
7.8.1 Importance of Unbiased Estimators:	
7.8.2 Biased Vs. Unbiased Estimators:	
7.9 Confidence Interval (Around Unbiased Estimator):	
7.10 Case Study	
7.11 Questions:	
7.11 Questions.	170
Unit 8: Test of Hypothesis	199
8.1 Introduction:	199
8.2 Hypothesis, Null and Alternative Hypothesis, Two Types of Errors,	Test
Statistic, Critical Region Acceptance Region, Level of Significance, P-Value:	199
8.2.1 Hypothesis Testing in Statistics:	199
8.2.2 Null Hypothesis:	200
8.2.3 Alternative Hypothesis:	201
8.2.4 Two Types of Errors:	
8.2.5 Test Statistic:	204
8.2.6 Critical Region and Acceptance Region:	206
8.2.7 Level of Significance:	210

8.2.8 p-Value:	211
8.3 Chi Square Test for Goodness of Fit:	214
8.3.1 Procedure for Chi-Square Goodness of Fit Test:	214
8.4 Chi Square Test for Independence of Two Attributes:	215
8.4.1 Chi-Square Test of Independence Example:	216
8.4.2 Calculate the Test Statistic (Formula):	216
8.5 Small Sample Tests – a) One sample test, b) Two sample test, c) Paired t	– test,
d) F- test:	219
8.6 Large Sample Tests for Population Mean and Population Proportion:	229
8.6.1 Test for The Mean:	232
8.6.2 Test for The Proportion: a) one sample b) Two Samples:	236
8.7 Case Study:	241
8.8 Questions:	242
References	244

List of Figures

	Figures Name	Page No.
Figure 1.1:	Strategic Management.	2
Figure 1.2:	Dimensions of Strategy	6
Figure 1.3:	Dimension of Strategy Execution	9
Figure 1.4:	Strategic Decision Making	11
Figure 1.5:	Overall Model of the Strategic Management Process	18
Figure 1.6:	Skills	25
Figure 1.7:	Ethical Issue	27
Figure 1.8:	Corporate Social Responsibility	28
Figure 2.1:	Strategic Planning	32
Figure 2.2:	Strategy Formulation	32
Figure 2.3:	Steps	33
Figure 2.4:	Objectives	34
Figure 2.5:	Levels	34
Figure 3.1:	The Ansoff Matrix	61
Figure 3.2:	Four Steps in the STARDUST Approach	65
Figure 3.3:	Organizational Structures	76
Figure 4.1:	Strategic Review	83
Figure 4.2:	The Three Pillars of Sustainability	89
Figure 4.3:	Benchmarking	105
Figure 4.4:	The 8 Principles of TQM	106
Figure 5.1:	Component of Time Series	113
Figure 5.2:	Irregular Variations	114
Figure 5.3:	Additive decomposition of a time series	115
Figure 5.4:	Deterministic Trends	116
Figure 5.5:	Stochastic Trends	117
Figure 5.6:	Seasonal Variation	118
Figure 5.7:	Cycle Variation Pattern	121
Figure 5.8:	Random Component	124
Figure 5.9:	The annual electricity consumption per family in a certain locality	125
Figure 5.10:	Residential electricity sales (excluding hot water) for South Australia: 1989–2008	136
Figure 5.11:	shows the 5-MA estimate of the trend-cycle (red) and residential power sales (black).	138

	Figures Name	Page No.
Figure 5.12:	Data on household electricity sales using various moving averages	138
Figure 6.1:	The Number of Heads in 5 Coin Tosses	151
Figure 6.2:	Body Fat Percentage for 14 years old Girls	153
Figure 6.3:	Probability distributions are idealized frequency distributions	154
Figure 6.4:	Probability Mass Function	157
Figure 6.5:	Probability density function	159
Figure 6.6:	Partitioning a function to monotone parts.	162
Figure 7.1:	One Standard Deviation	180
Figure 7.2:	The PDF of the exponential distribution for different values of $\lambda\lambda$	182
Figure 7.3:	Three Distinct Exponential Distributions	184
Figure 7.4:	Limiting Distribution	186
Figure 8.1:	Acceptance Region	209
Figure 8.2:	Single Sample T-Test	220
Figure 8.3:	Distribution of the Standardized Test Statistic and the Rejection Region	230
Figure 8.4:	Rejection Region and Test Statistic for Example	232

List of Tables

	Tables Name	Page No.
Table 5.1:	The annual electricity consumption per family in a certain locality	121
Table 5.2:	Determine the trend figures for the forest department's revenue using semi-average approaches	122
Table 5.3:	The 3-year moving averages for the loans made by cooperative banks to small businesses and non-farm sectors	128
Table 5.4:	Example	131
Table 5.5:	lists foreign visitor arrivals in Tamil Nadu for the last 6 years.	133
Table 5.6:	South Australia's annual sales of energy to residential consumers, 1989–2008.	136
Table 5.7:	The quarterly beer data was subjected to a moving average of order 4 and then a moving average of order 2.	139
Table 5.8:	The Magazine Sales in A Stall During the Last Ten Months.	146
Table 6.1:	The coin toss example's pmf	157
Table 6.2:	The greetings' probability distribution	158
Table 6.3:	Expected Value	163
Table 6.4:	On average, a newborn is expected to wake its mother after midnight 2.1 times per week.	164
Table 6.5:	Marginal Distribution	165
Table 6.6:	distribution of weight lost	165
Table 6.7:	distribution for the number of hours spent exercising	166
Table 6.8:	Joint Distributions	166
Table 6.9:	Conditional Distribution	167
Table 7.1:	Unbiased Estimator	191
Table 7.2:	Z-Scores for Commonly Used Confidence Intervals	195
Table 7.3:	Example: Descriptive statistics on variables measured in a sample of a n=3,539 participants attending the 7th assessment of the offspring in the Framingham Heart Study are shown below.	196

	Tables Name	Page No.
Table 8.1:	Null Hypotheses and Research Topics.	194
Table 8.2:	Research Questions and Alternate Hypotheses	196
Table 8.3:	The distinction between the alternative hypothesis and the null	196
Table 8.4:	Type I and Type II Errors	198
Table 8.5:	Formulas for Test Statistics	200
Table 8.6:	Degree of freedom	209
Table 8.7:	Contingency table for movie snacks data	210
Table 8.8:	The one-sample t-test, there are often three potential alternative hypotheses and rejection regions	218
Table 8.9:	Exam scores for each student	220
Table 8.10:	Two Samples Taken from Two Normal Populations Yield	222

ABOUT THE AUTHORS



Dr. Partha Priya Das is an esteemed Associate Professor at ARKA Jain University, Jamshedpur, bringing a rich and diverse academic background coupled with over three decades of teaching experience. His extensive educational qualifications include an M.Com, Ph.D., LLB, MBA, MA in Education and an M.Mus, showcasing his utilifaceted expertise in the field of commerce, law, management, and music. Throughout his illustrious career, Dr. Das has been dedicated to nurturing and guiding students, fostering an environment of academic excellence and holistic development. His interdisciplinary knowledge allows him to approach teaching and research with a unique perspective, integrating principles from various fields to provide a well-rounded education. Dr. Das has contributed significantly to academic literature, with numerous publications in national international journals. His research interests span across commerce, legal studies, and management practices, reflecting his broad academic pursuits. In addition to his academic responsibilities, Dr. Das actively participates in university governance and curriculum development, ensuring that the courses offered are contemporary and industry-relevant. His commitment to education extends beyond the classroom, as he mentors students and junior faculty members, preparing the next generation of scholars and professionals. Dr. Partha Priya Das is not only a respected educator but also a lifelong learner, continually expanding his knowledge and skills. His dedication to teaching and research makes him a valuable asset to ARKA Jain University and an inspiring figure for his students and colleagues alike.



Dr. Moni Deepa Das is an accomplished Assistant Professor at Jamshedpur Workers' College, Jamshedpur, She holds an impressive array of academic qualifications, including an M.Com, Ph.D., LLB, MBA, MARD (Master of Rural Development), and M.Mus, underscoring her expertise in the field of commerce, law, management, rural development, and music. With over a decade of teaching experience, Dr. Das has established herself as a dedicated and innovative educator. Her academic background enables her to deliver comprehensive and interdisciplinary instruction, enriching the learning experience for her students. In addition to her teaching responsibilities, Dr. Das is actively involved in academic and administrative roles by playing a crucial part in curriculum development, ensuring that the educational programs are both current and relevant to industry needs. Her dedication to student mentorship and guidance helps foster a supportive and dynamic learning environment. Dr. Das is deeply committed to academic excellence and has made significant contributions to her fields of study through various research publications. Her research interests encompass a wide range of topics, reflecting her commitment to addressing complex, real-world issues. Dr. Moni Deepa Das is recognized for her passion for teaching and her continuous pursuit of knowledge. Her multifaceted expertise and commitment to education make her a valuable member of the academic community at Jamshedpur Workers' College, inspiring both her students and colleagues.



Dr. Abhijeet Suresh Nikam was born in Mumbai, Maharashtra. He completed his Master from Mumbai Maharashtra, Specializing in Commerce. He secured top ranks in both his higher secondary and bachelor's degrees. Additionally, he holds a Government Diploma in Co-Operative Accountancy and a Post Graduate Diploma in Financial Management. Dr. Abhijeet Suresh Nikam is an accomplished professional with expertise in Direct and Indirect Taxes, accounting, and financial management. He has a strong academic background and extensive experience in working with Chartered Accountants, Company Secretory and Lawyers. He has received several awards and accolades throughout his academic and professional journey. He holds World Records for his outstanding achievements, one being the "Most Appreciations Certificate in minimum period" and others recognized by Champion Books of World Records. He has also been awarded for his skills as a Mutual Fund Advisor at an Inter College Fest. He actively participates in cultural programs, debates, and various social activities. Dr. Abhijeet Suresh Nikam is committed to excelling in his profession by continually updating his knowledge and skills. He aims to provide comprehensive assistance to Chartered Accountants and contribute to the growth and success of organizations. Dr. Abhijeet is dedicated to maintaining compliance with all statutory requirements and ensuring effective financial management. He aspires to make a positive impact on society through his work and engagement with Various NGOs. He has completed his Ph.D. in Commerce from Sabarmati University, Gujarat in "Financing Agriculture by District Co Operative Central Bank for Satara District'



Dr. Laxminarayan C. Kurpatwar M.com, M.B.A.(HRM) M. A. (Eco.) B, Ed., M. Phil & Ph.D. He is in Ajintha Education Societys, Aurangabad run by Pandit Jawaharlal Nehru Mahavidyalaya Shivajinagar, Chh. Sambhajinaga, Dist. Chh.Sambhajinagar. Here he is working as the head of commerce department. Twenty One years of Teaching experience as a lecturer in the Commerce branch of a senior college, Read articles on research at national and international conferences and published articles in other journals such as Famous Entrepreneurs, Schemes, Business Friends and Economics. He is particularly interested in Management, Economics, Cost Accounting, Dr. BAMU Aurangabad small research project is completed Aurangabad. Also serving as a research guide. After the publication of the five books "Sahakar", "Grameen Vikas" and "Commercial & Industrial Economics" Management Account, Adv.Account, Business Math.and Statistics, Research Cluster, Sustainable Economic Development: Business, Industry, Agriculture & Tourism, Indian Banking System, Principal of Organisational Behaviour, as well as special participation in educational and social work. Maharashtra State Council of Commerce, Marathwada Arthashastra Parishad and Indian Commerce Association. Elected as a Member of BOS in the subject of Business Economics of Dr. Babasaheb Ambedkar Marathwada University Chh.Sambhajinagar (MS). Pandit Jawaharlal Nehru Mahavidyalaya Shivaji Nagar Chh.Sambhajinagar....



Kripa-Drishti Publications

A-503 Poorva Heights, Pashan-Sus Road, Near Sai Chowk,

Pune - 411021, Maharashtra, India.

Mob: +91 8007068686

Email: editor@kdpublications.in Web: https://www.kdpublications.in ISBN: 978-93-48091-77-2



Price: ₹699