

STRATEGIC MANAGEMENT			
Course Code	20MBA25	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
<b>Course objectives:</b> 1. To provide insights into the core concepts of strategic management. 2. To evaluate various business strategies in dynamic market environments. 3. To gain insights into various strategic management models.			
<b>Module-1 Introduction</b>			<b>7 hours</b>
Meaning and Nature of Strategic Management, its Importance and Relevance and. Characteristics of Strategic Management, The Strategic Management Process. Relationship Between a Company's Strategy and its Business Model. <b>Case Study related to the Module.</b>			
<b>Module -2 External Analysis</b>			<b>9 hours</b>
Strategically Relevant Components of a Company's External Environment – Industry Analysis - Factors Driving Industry Change and its Impact - Porter's Dominant Economic Feature - Competitive Environment Analysis - Porter's Five Forces Model – Key Success Factors Concept and Implementation. <b>Case Study on external analysis.</b> <b>Students Assignment: Industry External Analysis.</b>			
<b>Module -3 Internal Analysis</b>			<b>9 hours</b>
Describe Strategic Vision, Mission, Goals, Long Term Objectives, Short-Term Objectives and Discuss Their Value to the Strategic Management Process, Resources, Capabilities, Competencies, Resource Based View of the firm (RBV), Balanced Score Card, SWOC Analysis, Value Chain Analysis, Benchmarking. <b>Case Study on internal analysis.</b> <b>Students Assignment: Industry Internal Analysis.</b>			
<b>Module -4 Strategy Formulation</b>			<b>9 hours</b>
Business Strategies –Porter's Generic Strategies: Low Cost, Differentiation, Best Cost, Focused Low Cost and Focused Differentiation, Corporate Strategies – Growth Strategies (Internal Growth, External Growth, Integration, Diversification, Mergers, Strategic Alliances), Ansoff's Matrix, Stability Strategies (No-Change, Profit and Proceed With Caution), Retrenchment Strategies (Turnaround, Divestment and Liquidation), International Business Level Strategies. <b>Case Study on Strategic Formulation. Students Assignment: Strategies of listed companies.</b>			
<b>Module -5 Strategy Implementation</b>			<b>9 hours</b>
Strategy Implementation -Organisational Structure, Strategic Leadership and Organisational Culture Strategy and Innovation - Introduction to Innovation: Process, Product and Platform; Creative Destruction and Disruptive Technologies; Designing Organisations for Innovation; Innovation Environments: Institutional Innovation and Environments, The Co-creation of Value, Open Innovation and Open Strategy, National Innovation Systems, Learning Networks and Clusters, Social Innovation. <b>Case Study on Strategy Implementation.</b>			
<b>Module - 6 Strategic Control</b>			<b>7 hours</b>
Strategic Control: Focus of Strategic Control, Establishing Strategic Controls (Premise Control, Strategic Surveillance, Special Alert Control, Implementation Control), Exerting Strategic Control (through Competitive Benchmarking, Performance and Formal and Informal Organisations). <b>Case Study on Strategic Control.</b>			
<b>Course outcomes:</b> At the end of the course the student will be able to: <ol style="list-style-type: none"> <li>Students should get clear idea about the concept of Strategic Management, its relevance, Characteristics, process nature and purpose.</li> <li>Student to acquire an understanding of how firms successfully institutionalize a strategy and create an organizational structure for domestic and overseas operations and gain competitive advantage.</li> <li>To give the students an insight on strategy at different levels of an organization to gain competitive advantage.</li> <li>To help students understand the strategic drive in multinational firms and their decisions in different markets.</li> <li>To enable the students to gain knowledge of strategy implementation and the control measures for effective decision-making.</li> </ol>			
<b>Practical Component:</b> <ul style="list-style-type: none"> <li>Analyzing the Mission and Vision statements of selected Indian companies.</li> <li>Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc(Industry Note to be submitted)</li> <li>Internal Analysis &amp; Strategies of a listed company in the form of the report to be submitted.</li> <li>Pick a company that has performed very badly compared to its competitors. Collect information on why the</li> </ul>			

company failed. What were the issues in strategy and execution that were responsible for the company's failure in the market; analyze the internal and external factors.

- Map out GE 9-cell matrix and BCG matrix for some companies and compare them.
- Conduct SWOT analysis of companies around your campus.

#### CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X	X	X		
CO3	X		X		
CO4	X		X	X	X
CO5	X		X	X	X

#### Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

#### Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Crafting and Executing Strategy: The Quest for Competitive Advantage – Concepts and Cases	Arthur A. Thompson Jr. Margaret A. Peteraf John E. Gamble A. J. Strickland III Arun K. Jain	McGraw Hill Education	19/e 2017
2	Strategic Management: A South-Asian Perspective	Michael A. Hitt R. Duane Ireland Robert E. Hoskisson S. Manikutty	Cengage Learning	9/e 2016

#### Reference Books

1	Strategy: Theory & Practice	Stewart Clegg Chris Carter Marting Kornberger Jochen Schweitzer	Sage Publications	3/e ,2020
2	Strategy Management: Theory & Practice	John Parnell	Biztantra	2004
3	Strategic Management: Planning for Domestic and Global Competition	John A. Pearce Richard B. Robinson	McGraw Hill Education	14/e 2015