

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

Course objectives:

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.

Module-1 Introduction

7 hours

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. **Case Study related to the Module.**

Module -2 External Analysis

9 hours

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. **Case Study on external analysis. Students Assignment: Industry External Analysis.**

Module -3 Internal Analysis

9 hours

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. **Case Study on internal analysis. Students Assignment: Industry Internal Analysis.**

Module -4 Strategy Formulation

9 hours

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. **Case Study on Strategic Formulation. Students Assignment: Strategies of listed companies.**

Module -5 Strategy Implementation

9 hours

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. **Case Study on Strategy Implementation.**

Module - 6 Strategic Control

7 hours

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). **Case Study on Strategic Control.**

Course outcomes:

At the end of the course the student will be able to:

1. Students should get clear idea about the concept of Strategic Management, its relevance, Characteristics, process nature and purpose.
2. 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.
3. To give the students an insight on strategy at different levels of an organization to gain competitive advantage.
4. To help students understand the strategic drive in multinational firms and their decisions in different markets.
5. To enable the students to gain knowledge of strategy implementation and the control measures for effective decision-making.

Practical Component:

- Analyzing the Mission and Vision statements of selected Indian companies.
- Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc)(Industry Note to be submitted)
- Internal Analysis & Strategies of a listed company in the form of the report to be submitted.
- Pick a company that has performed very badly compared to its competitors. Collect information on why the

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. Manikuttu	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

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