

STRATEGIC MANAGEMENT			
Course Code	22MBA25	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning objectives: <ol style="list-style-type: none"> 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 (7 Hours)			
OVERVIEW OF STRATEGIC MANAGEMENT Meaning of strategy and strategic management, Stages of strategic management, the strategic management model, benefits of strategic management, key terms in strategic management, Competitive advantage, strategists, vision, mission, long term objectives, strategies, annual objectives and policies.			
Module-2 (9 Hours)			
EXTERNAL ASSESSMENT The process of performing an external audit, Nature of an external audit, key external forces, industry analysis, competitive forces, competitive analysis-porter's five forces model, key success factors.			
Module-3 (9 Hours)			
INTERNAL ASSESSMENT Nature of internal audit, key internal forces, the process of performing internal audit, Resource Based View(RBV), Integrating strategy and culture, SWOT analysis, Value chain analysis, Bench marking, Internal factor evaluation matrix.			
Module-4 (9 Hours)			
STRATEGY FORMULATION The business vision and mission, process of developing vision and mission, importance of vision and mission statement, characteristics of mission statement, long term objectives, types of strategies, levels of strategies, integration strategies, intensive strategies, diversification strategies, defensive strategies, Porters generic strategies, Blue Ocean Strategy.			
Module-5 (9 Hours)			
STRATEGY IMPLEMENTATION Nature of strategy implementation, annual objectives, policies, resource allocation, managing conflicts, restructuring, reengineering and e-engineering, linking performance and pay to strategies, creating a strategy-supportive culture, operations concerns in implementing strategies.			
Module-6 (7 Hours)			
STRATEGY EVALUATION The process of evaluating strategies, strategy evaluation framework, balanced score card, characteristics of an effective evaluation system, contingency planning, 21 st century challenges in strategic management.			

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing mark for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to each subject/ course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on

- a) Tests (for 25Marks) and
- b) Assignments, Quiz, Simulation, Experimentation, Mini project, oral examination, field work etc., (for 25 Marks) conducted in this course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for this.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- 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.

Suggested Learning Resources:**Books**

1. Strategic Management Fred R. David Prentice Hall India Publication.
2. 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, 16/e 2016
3. 3. Contemporary Strategy Analysis, Robert M. Grant, Wiley India, 10e

Web links and Video Lectures (e-Resources):

- https://www.youtube.com/watch?v=uY_ywciZUnM
- <https://www.youtube.com/watch?v=qGU-etCqbtQ>
- <https://www.youtube.com/watch?v=TzcuoTOkPKg>
- <https://www.youtube.com/watch?v=mgY864U-OH0>
- <https://www.youtube.com/watch?v=MIOLtFPYfsE>
- <https://www.youtube.com/watch?v=d2GoZDOXzzw>
- <https://www.youtube.com/watch?v=ZmRK9wc3hjI>
- <https://www.youtube.com/watch?v=tyUw0h5i9yI>
- <https://www.youtube.com/watch?v=FQLIrmmsHeo>
- <https://www.youtube.com/watch?v=EvvnoNAUPS0>
- <https://study.com/academy/topic/strategic-management-overview.html>
- <https://www.cascade.app/blog/strategic-management-process>

Note: The aforesaid links and study material are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- 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.
- 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.
- Conduct SWOT analysis of companies around your campus.

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Students should get clear idea about the concept of Strategic Management, its relevance, Characteristics, process nature and purpose.	L1
CO2	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.	L3
CO3	To give the students an insight on strategy at different levels of an organization to gain competitive advantage.	L2
CO4	To help students understand the strategic drive in multinational firms and their decisions in different markets.	L4