

STRATEGIC MANAGEMENT

Semester	II	CIE Marks	: 40
Course Code	18MBA25	SEE Marks	: 60
Teaching Hours / week (L:T:P)	4:0:0	Exam Hours	: 03
Credits : 04			

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.

Unit 1:

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.

Minicase Presentation and Discussion: Business model of Amul and KMF , Suggested questions for case presentation: a. Discuss competitive strategy of Amul b. what are the difference between Amul business model and KMF.

Unit 2:

Strategy Formulation- Understand strategic management process business definition & Organization values that build mission statement. Describe strategic vision, mission, goals, long term objectives, short term objectives and discuss their value to the strategic management process. Balanced Score card.

Minicase Presentation and Discussion: Shanghai GM , Suggested questions for case presentation: a. Introducing China's auto industry, including opportunities & threats b. Why joint venture with SAIC? c. What makes Shanghai GM successful? d. Lessons learnt to other Western MNEs.

Unit 3:

Analyzing a Company' s External Environment – The Strategically relevant components of a Company's External Environment – Industry Analysis - what factors are 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.

Mini-Case Presentations and Discussions: Jet Blue Airlines Suggested topics for case presentation and discussion: a. Analyzing the general (national/global) environment b. Assessing five forces of the industry c. Identifying opportunities & threats of the industry d. Jet Blue's capability analysis.

Unit 4:

Analyzing a company's resources and competitive position - Analysis of a Company's present strategies - SWOT Analysis - Value Chain Analysis - Benchmarking - Generic Competitive Strategy - Low cost provider Strategy - Differentiation Strategy - Best cost provider Strategy - Focused Strategy - Strategic Alliance and Collaborative Partnerships - Mergers and Acquisition Strategic - Outsourcing Strategic - International Business level.

Miscase presentation and discussion: Wal-Mart Stores Inc. Suggested topics for case presentation and discussion: a. what competitive strategy does the firm use? Why? b. How does the firm achieve competitive advantages via four-building blocks (quality, innovation, efficiency and customer responsiveness)? c. Any evidence or efforts about value-chain activities? d. Recommendations?

Unit:5

Business planning in different environment - Entrepreneurial level Business planning - Multistage wealth creation model for entrepreneurs - Planning for large and diversified companies - brief overview of Innovation, integration, Diversification, Turnaround Strategic - GE nine cell planning grid and BCG matrix.

Miscase Presentation and Discussion: Siemens's Global Development Strategy Suggested topics for presentation and discussion: 1. Why does Siemens need global coordination and integration? 2. How did Siemens coordinate and orchestrate project development and operations dispersed in various regions? 3. Do you think that different foreign subsidiaries should vary in their autonomy and corporate support, why and how? 4. Takeaway lessons and your recommendations.

Unit:6 Strategy Implementation

Organizational design, structures and controls. Importance of integrating strategy implementation and strategy formulation. Organizational structures used to implement different business level strategies. Organizational structures used to implement different corporate level strategy. How corporate culture promotes implementation of strategy, types of control systems.

Miscase presentation and discussion: Infosys Pvt Ltd. Suggested topics for case presentation and discussion: a. Discuss strategy formulation and implementation of recent year.

PRACTICAL COMPONENTS

- 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.
- Pick a successful growing company. Do a web-search of all news related to that company over a one-year period. Analyze the news

- items to understand and write down the company's strategy and execution efficiency.
- 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.

COURSE OUTCOME:

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

RECOMMENDED BOOKS:

- Crafting and executing Strategy. A Thompson Jr, Margaret A. and John E Gamble. Mc Graw Hill Publication, New Delhi.
- Strategic Management - Hitt & Mankutti, Cengage learning, 2018.
- Strategic Management - Fred R David, PHI Learning Private Ltd, New Delhi.

REFERENCE BOOKS:

- Strategy and the Business Landscape - Pankaj Ghemawat.
- Strategic Management - Competitiveness and Globalization: Michael A. Hitt, Duane Ireland, Robert E. Hokinsson, South Western, Thomson Learning.
- Crafting and Executing Strategy, Arthur Thompson, A.J. Strickland, Arun Jain, Mc Grawhill.

CO-PO MAPPING

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

Department of Management & Technology