

PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Strategic Management
COURSE CODE	04MB0301
COURSE CREDITS	3
COURSE DURATION	42 Hrs (42 Sessions of 60 Minutes Each)

COURSE OUTCOME

- ❖ To understand the strategic decisions that organizations make and have an ability to engage in strategic planning.
- ❖ To explain the basic concepts, principles and practices associated with strategy formulation and implementation.
- ❖ To evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry, and cultural differences.
- ❖ To integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives.
- ❖ To analyze the competitive situation and strategic dilemma in dealing with dynamic global business environments in terms of rapidly changing market trends and technological advancement.
- ❖ To analyze and evaluate critically real-life company situations and develop creative solutions, using a strategic management perspective.

COURSE CONTENTS:

Unit No	Unit / Subunit	Sessions
I	Strategic Management: Definition, Concept, Objective and Significance Understanding Strategy, Vision & Mission, Strategic Management Process, Growing Relevance of Strategic Management in India. Globalization addressing a VUCA environment with a bottom – up approach	7
II	Internal and External Environmental Analysis: Internal Environment: SWOT, TWOS, VRIO Framework, Resources, Core Competencies, Resource Base Model, I/O Model, Value Chain Analysis, Outsourcing in Value Chain. External Environment: Environmental Threat and Opportunity Profile (ETOP), Porter's Five Forces Model, Strategic Group Mapping, GAP Analysis, Portfolio Analysis, McKinsey's 7s Framework, GE 9 Cell Model, BCG Matrix. Balance Score Card, Case Studies.	12
III	Strategic Formulation: Strategic Formulation at Business, Strategic Formulation at Corporate & Strategic Formulation at Functional Levels, Strategic Formulation at Global Level, Strategic Alliance and Joint Ventures, Mergers & Acquisitions, Retrenchment Strategy, Turnaround Strategy, Divestment Strategy, Liquidation Strategy, Case Studies.	8
IV	Strategy Implementation: Total Quality Management, Various Structural Level (Entrepreneurial, Functional, Divisional, SBU, Matrix, Network Structure), Matching Organizational Structure with Different Strategies, Six Sigma, Strategic Leadership. Case Studies.	8
V	Strategic Control, Evaluation & Sustainability: Strategic Control, Corporate Governance and Business Ethics, Corporate Social Responsibilities, BoP Innovation, Value Innovation: Blue Ocean Strategy, Threat to Sustainability (Triple Bottom Approach): People, Planet, Profit Concept, Strategic issues for SMEs & Non-Profit organisation, Case Studies.	07

Evaluation:

The students will be evaluated on a continuous basis and broadly the scheme given below will be followed:

	Component	Weightage
A	Continuous Evaluation Component (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	20% (C.E.C.)
B	Internal Assessment	30% (I.A.)
C	End Semester Examination	50% (External Assessment)

SUGGESTED READINGS:
Textbooks:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T-01	Hitt, M., Ireland, R. and Hoskisson, R. [H.I.H]	“Strategic Management: Competitiveness and globalization – Concepts”	Southwestern College Publishing	11 th Edition
T-02	Arthur A. Thompson, A. J. Strickland, John E. Gamble and Arun K. Jain	Crafting and Executing Strategy: The Quest for Competitive Advantage – Concept and Cases”	Tata McGraw,Hill	16th Edition
T-03	A Nag	Strategic Management: Analysis, Implementation, Control	Vikas Publication	1 st Edition

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
R-01	Michael E. Porter	Competitive Strategy: Techniques for Analyzing Industries and Competitors	Harvard Reviews	3 rd Edition
R-02	Subba Rao	Business Policy and Strategic Management: Text and Cases	Himalaya Publication	11th Edition
R-03	Michael Porter	Competitive Advantage: Creating and Sustaining Superior Performance	Harvard Free Press	1995
R-04	Azhar Kazmi	Strategic Management and Business Policy	Tata McGraw Hill	3 rd Edition