

**MBA-II Semester-III
Strategic Management (SM)**

1. Course Objectives:

The content of this course is designed to provide an integrated view of the functional areas and to acquaint them with the strategic management process. The subject would thus offer students the opportunity to exercise qualities of judgement and help them to develop a holistic perspective of the management of organizations. The specific objectives of this course are:

- 1) To familiarize the learners with the concept of strategic management and understand the significance of managing the business strategically in the current business environment
- 2) To familiarize the learners with the strategies at corporate, business and functional levels
- 3) To understand and analyse the firm's external environment, the resources and thus carrying out SWOT analysis for strategy formulation
- 4) To understand the process of strategy implementation and the challenges of managing a change
- 5) To understand strategic control system to monitor the strategy implementation process
- 6) To get acquainted with various strategies adopted by firms to successfully compete with their rivals

2. Course Duration:

The course duration is of 40 sessions of 75 minutes each.

3. Course Contents:

Module No.	Module / Sub-Modules	Sessions	Marks (20% of 70 each)
I	<p>Strategic Management: An Introduction; Stakeholders in Business; The I/O Model and Resource-based Model of Above Average Return, Vision, Mission and Purpose; Business Model and Strategy</p> <p>Environmental Analysis: External and Industry Environmental Analysis using PEST and Porter's Five-Force Model, Understanding concepts such as Key Success Factors; Driving Forces, Strategic Group Mapping;</p>	8	14
II	<p>Internal Analysis: Concept of Value Chain, SWOT Analysis; Resources, Capabilities and Competencies, Distinctive Competence and Core Competence of Organizations; Competitive</p>	8	14

	Advantage and Sustainable Competitive Advantage;		
III	<p>Strategy Formulation; Strategy formulation at Business and Corporate levels, Diversification, Strategic Alliance and Joint Ventures; Mergers & Acquisitions; International Business Strategies.</p> <p>Case: AXIS Bank: Banking on Technology and Market Segments for Competitive Space (T1) / ONGC's Growth Strategy (T2) / Maruti Udyog Ltd.: The Competition Ahead (T3)</p>	8	14
IV	<p>Nuances of Strategy Implementation: Operationalising the strategy, Functional Strategies and Policies, Institutionalising the Strategy, Matching Structure and Strategy, Strategic Leadership and Organization Culture; Management of Change.</p> <p>Case: Manpower Australia: Using Strategy Maps and the Balanced Scorecard Effectively (T1) / Louis V. Gerstner Jr.: The Man who Turned IBM Around (T2) /</p>	8	14
V	<p>Strategic control: Operations Control and Strategic Control; Measurement of Performance; Balanced Scorecard., Ethics, Corporate governance and Social Responsibilities.</p> <p>Case: Tata Steel: A Century of Corporate Social Responsibilities (T2) / Jack Welch and the General Electric Management System (R1)</p>	8	14

4. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- 1) Lectures
- 2) Case Discussions and Role Playing
- 3) Audio-visual Material (Using CDs/ Clippings)
- 4) Assignments and Presentations

5. Evaluation:

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

A	Assignments / Presentations/ Quizzes / Class Participation / etc.	Weightage 10% (Internal Assessment)
B	Mid-Semester Examination	Weightage 20 % (Internal Assessment)
C	End-Semester Examination	Weightage 70% (External Assessment)

6. Basic Text Books:

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
T1	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, New Delhi	16 th Edition, 2010
T2	Michael Hitt, Robert E. Hoskisson, and R. Duane Ireland	Management of Strategy: Concepts and Cases	Cengage Learning	1 st Indian Reprint, 2007
T3	Robert Grant	Contemporary Strategic Management	Wiley India Pvt. Ltd.	6 th edition, 2009

7. Reference Books:

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
R1	Azhar Kazmi	Strategic Management and Business Policy	Tata McGraw-Hill	3 rd Edition, 2009
R2	Gerry Johnson, Kevan Scholes and ricard Whittington	Exploring Corporate Strategy: Text and Cases	Pearson Education	2 nd Impression
R3	Michael Porter	Competitive Advantage: Creating and Sustaining Superior Performance	Free Press	1985
R4	Peter Fitzroy and James M. Herbert	Strategic Management: Creating Value in a Turbulent World	Wiley India Pvt. Ltd.	Wiley India Edition, 2008

R5	P. Subba Rao	Business Policy and Strategic Management	Himalaya Publishing House	1 st Edition, 2007
R6	Pankaj Ghemawat	Strategy and Business Landscape	Pearson Education	3 rd Impression
R7	Avinash Dixit and Barry J. Nalebuff	Thinking Strategically: The Competitive Edge in Business, Politics, and Everyday Life	Viva Books	1 st Edition, 2010
R8	Richard Lynch	Corporate Strategy	Pearson Education	1 st Impression, 2007
R9	John Parnell	Strategic Management: Theory and Practice	Biztantra, New Delhi	2003
R10	Robert Grant	Contemporary Strategic Management: Case Studies	Wiley India Pvt. Ltd.	6 th Edition, 2009
R11	Upendra Kachru	Strategic Management- Concept and Case	Excel Books	2006
R12	Jay B Barney & William S. Hesterly	Strategic Management And Competitive Advantage- Concept and Cases	Pearson Education	2008
R13	Charles W. L. Hill & Gareth R. Jones	An Integrated approach to Strategic Management	Cengage Learning	2008
R14	C Apparao, B.P.Rao & K Shivaramakrishna	Strategic Management and Business Policy	Excel Books	2008
R15	Gordon Walker	Modern Competitive Strategy	Tata McGraw hill	2 nd edition 2008
R16	Vipin gupta, K. Gollakota and R. Srinivasan	Business Policy & Strategic Management- Concepts and Applications	PHI	Revised Second Edition, 2009

8. List of Journals / Periodicals/Magazines/Newspapers, etc.:

1. Harvard Business Review
2. Vikalpa – A Journal for Decision Makers
3. Management Review

NB: The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

9. Session Plan:

Strategic Management

Sessions	Topics
1-2	Strategic Management: An Introduction; Stakeholders in Business; The I/O Model and Resource-based Model of Above Average Return Vision, Mission and Purpose; Business Model and Strategy
3-4	Environmental Analysis: External and Industry Environmental Analysis using PEST Model
5-6	Environmental Analysis: External and Industry Environmental Analysis using Michael Porter's Five-Force Model
7-8	Understanding concepts such as Key Success Factors; Driving Forces, Strategic Group Mapping;
9-10	Internal Analysis: Concept of Value Chain, Competence, Distinctive Competence and Core Competence; Competitive Advantage and Sustainable Competitive Advantage;
11-12	SWOT Analysis
13-14	Strategy Formulation: Strategy formulation at Business and Corporate levels, Diversification
15-16	Strategic Alliance and Joint Ventures;
17-18	Mergers & Acquisitions; International Business Strategies.
19-20	Case: AXIS Bank: Banking on Technology and Market Segments for Competitive Space (T1) / ONGC's Growth Strategy (T2)
21-22	Nuances of Strategy Implementation: Operationalising the strategy, Functional Strategies and Policies,
23-24	Institutionalising the Strategy, Matching Structure and Strategy
25-26	Strategic Leadership and Organization Culture
27-28	Management of Change.
29-30	Case: Manpower Australia: Using Strategy Maps and the Balanced Scorecard Effectively (T1) / Louis V. Gerstner Jr.: The Man who Turned IBM Around (T2) /
31-32	Strategic control: Operations Control and Strategic Control
33-34	Measurement of Performance; Balanced Scorecard.
35-36	Ethics, Corporate Governance and Social Responsibilities.
37-38	Case: Tata Steel: A Century of Corporate Social Responsibilities (T2)
39-40	Review and Integration