**Syllabus for Master of Business Administration, 3rd Semester**

**Subject Name: Strategic Management (SM)**

**Subject Code: 4539201**

**With effective from academic year 2018-19**

# Learning Outcomes:

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| **Learning Outcome Component** | **Learning Outcome** |
| Business Environment and Domain Knowledge (BEDK) | * Develop skills to analyze the internal and external environment of a business, for the purpose of   strategizing. |
| Critical thinking, Business Analysis, Problem Solving and  Innovative Solutions (CBPI) | * Develop critical analytical skills using the tools of strategic management. |
| Global Exposure and Cross- Cultural Understanding (GECCU) | * Devise strategic approaches to managing businesses in a globally dynamic context |
| Social Responsiveness and Ethics (SRE) | * Understand the importance of organizational dynamics in strategic decision making keeping in mind ethics and CSR * Sensitize the students the significance of ethics in strategic decision making along with its impact on society as the stakeholders * Making strategies which are comprehensive and covers not only financial perspective but also covers benefits   to society as a whole. |
| Effective Communication (EC) | * Understand the significance of communication in strategic decision making. * Helps managers to effectively communicate about company's vision, mission and strategies internally and   externally. |
| Leadership and Teamwork (LT) | * To understand the significance and role of strategic leaders in facilitating team work for effective strategy implementation * Helps to manage the company in most effective manner. |

1. **Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

# Course Contents:

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| **Module No:** | **Contents** | **No. of Sessions** | **70 Marks (External Evaluation)** |
| **I** | **Strategic Management**: **An Introduction:**   * Stakeholders in Business * The I/O Model and * Resource-based Model of Above Average Return * Vision, Mission and Purpose; Strategic Intent * Emergent Strategy * Business Model and Strategy   **Environmental Analysis**:   * External and Industry Environmental Analysis using PEST and Porter’s Five-Force Model * Understanding concepts such as Key Success Factors; Driving Forces | 10 | 18 |
|  | * Strategic Groups |  |  |
| **II** | **Internal Analysis**:   * Concept of Value Chain * SWOT Analysis * Resources, Capabilities and Competencies; Dynamic Capabilities * Core Competence of Organizations * Competitive Advantage and Sustainable Competitive Advantage   **Strategy Formulation:**   * Strategy formulation at Business levels, Diversification | 10 | 18 |
| **III** | **Strategy Formulation at Corporate Level:**   * Strategic Alliance and Joint Ventures, Cooperative Strategies * Acquisitions and Restructuring * Global Strategy, International Corporate-level and Business-level Strategies. * BCG Matrix, GE Matrix, McKinsey 7s | 10 | 17 |
| **IV** | **Nuances of Strategy Implementation:**   * Structure and Controls * Corporate Social Responsibility and Sustainability * Triple Bottom Line (TBL) approach * Strategic Leadership * Balanced Scorecard   **Contemporary Topics in Strategy:**   * Management of Change through VUCA * Strategic and Corporate Entrepreneurship * Blue Ocean Strategy, Blue Ocean Shift * Innovation: Grassroots, Jugaad | 10 | 17 |
| **V** | **Practical:**  A project report on Industry and Company comprehensive analysis based on General, Industry, Competitor and Internal Environment, SWOT summary and Implementation. It can be done as a group project which should also include suggestions based on problem  identification and solution/s (alternatives). | --- | (30 marks CEC) |

1. **Pedagogy:**
   * ICT enabled Classroom teaching
   * Case study
   * Practical / live assignment
   * Interactive class room discussions

# Evaluation:

Students shall be evaluated on the following components:

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| **A** | **Internal Evaluation** | **(Internal Assessment- 50 Marks)** |
|  | * Continuous Evaluation Component | 30 marks |
| * Class Presence & Participation | 10 marks |
| * Quiz | 10 marks |
| **B** | **Mid-Semester examination** | **(Internal Assessment-30 Marks)** |
| **C** | **End –Semester Examination** | **(External Assessment-70 Marks)** |

# Reference Books:

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| --- | --- | --- | --- | --- |
| **No.** | **Author** | **Name of the Book** | **Publisher** | **Year of**  **Publication / Edition** |
| 1 | Michael Hitt, Robert E. Hoskisson, R. Duane Ireland,  S. Manikutty | Strategic Management: A South-Asian  Perspective | Cengage Learning | 2016 / 9th |
| 2 | 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 | McGraw Hill | 2014 / 19th |
| 3 | Robert Grant | Contemporary Strategic  Analysis: Text and Cases | Wiley India Pvt. Ltd. | 2015 / 8th |
| 4 | Michael Porter | Competitive  Advantage: Creating and Sustaining Superior Performance | Free Press | Latest Edition |
| 5 | W. Chan Kim and Renee Mauborgne | Blue Ocean Shift: Beyond Competing - Proven Steps to Inspire Confidence and Seize  New Growth | Macmillan | 2017 |
| 6 | Azhar Kazmi | Strategic Management and Business Policy | McGraw Hill | 2015 / 4th |
| 7 | Gerry Johnson,  Kevan Scholes  and Ricard Whittington | Exploring Corporate Strategy: Text and  Cases | Pearson | 2007 / 8th |
| 8 | Gerry Johnson, Ricard Whittington, Kevan Scholes, Duncan Angwin, Patrick  Regner | Exploring Strategy | Pearson | 2017 / 11th |
| 8 | Anil K. Gupta | Grassroots Innovation: Minds On The Margin Are Not Marginal  Minds | Random Business | 2016 |
| 9 | Henry, Mintzberg, Joseph Lampel, Bruce Ahlstrand | Strategy Safari | Free Press, New York. | 2005 |
| 10 | Gary, Hamel, C.K. Prahalad | Competing for the Future | HBR Press | 1995 |
| 11 | Navi Radjou, Jaideep Prabhu, Simone Ahuja | Jugaad Innovation | Random Business | 2012 |
| 12 | Oliver Mack, Anshuman Khare, Andreas Kramer,  Thomas Burgatz | Managing in a VUCA World | Springer | 2015 |

**Note:** Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

# List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

1. Strategic Management Journal
2. Harvard Business Review
3. Vikalpa – A Journal for Decision Makers
4. Management Review
5. Business Standard/Economic Times/Financial Times/ Financial Express
6. <https://www.strategicmanagementinsight.com/>
7. <https://www.blueoceanstrategy.com/>
8. <https://www.huffingtonpost.in/>
9. [www.businessinsider.com/](http://www.businessinsider.com/)
10. [https://www.mckinsey.com/.../strategy-and.../the-strategy-and-corporate-finance-](https://www.mckinsey.com/.../strategy-and.../the-strategy-and-corporate-finance-blog) [blog](https://www.mckinsey.com/.../strategy-and.../the-strategy-and-corporate-finance-blog)
11. <http://www.mintzberg.org/>
12. VUCA -<https://hbr.org/2014/01/what-vuca-really-means-for-you>