



# Introduction to Strategic Management

Program in which it is offered: BBA

Course Category: Core

Schedule of Offering: Semester

Course Credit Structure: 4 (60 Hours)

Course Code: CK129

- Lecture: 4 hours
- Tutorial: 0
- Practical: 0 hour

Contact Hours per week: 4 hours

Instructor: Dr. Sathish. M

## Learning Objective

The objective of this course is to enhance the student's capacity to think strategically about a company, conducting strategic analysis in a variety of industries and competitive situations crafting, implementing and executing strategies that will be effective for the current business environment and manage the business the successfully in a global context.

## Learning Outcome

By the end of the course, the student will be able

1. To apply external environmental analysis tools for strategic decision making.
2. To conduct a comprehensive internal environmental analysis for strategic decision making
3. To identify the different options available to organizations for growth and expansion.
4. To apply strategic tools for decision making.
5. To identify ways of expansion in International markets

## Teaching Pedagogy

This course employs classroom lectures, quizzing, case discussions and presentations. A Quiz will be conducted at the beginning or end of each module. All the students will have to submit an assignment and also should evaluate the assignment of their peers. Each student is expected to take part in the case discussion which will be assessed for class participation marks. There will be a comprehensive corporate presentation which covers all the modules of the course. Along with these, there will be two written exams.

## Module Sessions

**Module-I:** (15 Hours)

### Introduction to Strategic Management

Strategy-Strategic Competitiveness-Levels of Strategy- Strategic Management and its process- -Vision-Mission-Competency-core-competency-Competitive advantage - Industrial Organization Model Resource-based model Fortune at the bottom of the pyramid- External Environmental analysis-PESTLE Analysis-Global-Legal and Political factors- Strategy in the perspective of Mahabharata.

Readings:

1. What is Strategy? (Article).
2. Textbook page numbers: 1-56
3. Case: Maharani Pioneering Failure & McDonald Case
4. Vision & Mission Exercise

**Module-II:** (15 Hours)

### Internal Environment, Business Level Strategy

Resources-Capabilities-Criteria of sustainable competitive advantage-Value chain analysis-Outsourcing-Economies of scale Economies of scope-Five Generic Strategies-Cost Leadership Strategy- Differentiation-Focus-Integration-Flexible Manufacturing System-Total Quality Management- Insights from Indian ancient knowledge system.

Readings:

1. Textbook page numbers: 57-104
2. Case: Spice Jet Case, Del Monte Case
3. Value chain activity and assignment

**Module-III:** (15 Hours)

### Corporate Level Strategy

Levels of Diversification Related diversification & Unrelated Diversification-Operational Relatedness-Corporate Relatedness-Vertical Integration-Merger-Acquisition- Joint Venture Strategic Alliance-Restructuring-Downsizing-Downscoping-Leveraged Buyout - Insights from Indian Knowledge Systems

Readings:

1. Textbook page numbers: 129-170
2. Classroom activities and exercise & Discussion on case let
3. Video-based case studies
4. Classroom Assignment

**Module-IV:****(15 Hours)****Strategic Tools**

External Factor Evaluation Matrix-Internal Factor Evaluation Matrix-Competitor Profile Matrix- SWOT-TOWS-IE matrix-Grand Strategy Matrix-Boston Consultancy Group Matrix-Quantitative Strategic Planning Matrix (QSPM)

**Readings:**

1. Reading Material will be provided
2. Classroom activities and exercise & Discussion on case let
3. Classroom presentations

**Module-V:****(15 Hours)****Global Strategy**

Porter's determinants of national advantage-International Strategies-International corporate level strategies-Choice of International-Entry Mode-Strategic Alliance-Types of Strategic Alliance-Business level co-operative strategy-Lessons from Indian Knowledge system

**Readings:**

1. Textbook page numbers: 175-225
2. Case: Apollo Tyres & Tata Jaguar Case analysis
3. Classroom Assignment

**Evaluation Pattern**

	Types	Marks	Final Marks	DATES:
<b>ASSESSMENT COMPONENTS</b>	MID Term Test	50	25	Informed by COE
	Surprize Quiz	10	10	End of Each Module
	Corporate Presentation	20	20	Last Month of the course
	Class Participation	10	5	Every session (Especially on Case Discussion)
	Final Exam	100	Moderated to 40	Informed by CEO

**Corporate Presentation**

The students will be divided into 3 members per team. The teams should be formed based on the company the student would like to work with. They are expected to start their preparation of the case as and when the concepts and tools are dealt with in class. Understanding of the case problems, the relevance of solutions based on the analysis, quality of arguments, ability to convince about their solutions etc will be the factors for evaluation in this category. The students are expected to do a very comprehensive detailed case analysis covering all the tools dealt with in class and prepare for a detailed presentation. The written report has to be submitted to the faculty before the presentation. **The format for the presentation will be shared by the faculty.**

## Text Book

- Strategic Management by Hitt, Ireland, Hoskisson and Manikuttu 9<sup>th</sup> edition, Cengage Learning

## Reference Book

- Hill, Charles W.L. and Gareth R Jones (2015). Strategic Management: Theory: An Integrated Approach, 11/e; New Delhi: South-Western Publishing (Cengage Learning)
- John A. Pearce, Richard B. Robinson, Amita Mital, (2012). Strategic Management: Formulation, Implementation and Control, 12/e (Special Indian Edition); New Delhi: Tata McGraw-Hill
- Ananthanarayanan P.S. and Chandrasekaran N. (2013) Strategic Management, New Delhi: Oxford
- Srinivasan R. Strategic Management: The Indian Context, 4/e, New Delhi, PHI.

## Classroom Etiquettes

Let us **understand**, **appreciate** and **adhere** to the following, to ensure high standards of conduct in the classroom:

- Let us respect each other's **time**. No one will be allowed to enter the class after the facilitator's entry
- "Modernity with modesty is a state of maturity<sup>®</sup>". **The way you dress up shows your maturity**. We believe you will behave maturely.
- Classroom is a platform for all of us to learn. Make meaningful use of the same. *You can disagree with ideas, opinions but not the person*. "Everyone has the **right to learn**". No one has the right to disturb/hurt others.
- When a team assignment or presentation or project or activity is given, the facilitator will ask **anyone from the team to present (or discuss) on any part** of the presentation/assignment. If he/she fails to perform, the whole team loses the marks for that particular activity.
- **Surprise test(s)** will be conducted for the course. Students are expected to be prepared for the same. **You will NOT have Re-test if you miss one**, except for exceptional cases (Facilitator's discretion)
- You are required to behave with **academic honesty** (Avoid Plagiarism, data fabrication, copying from others' work.)
- **Lack of planning on your part does not constitute an emergency on my part<sup>®</sup>...** The facilitator is not responsible if you lose the marks because of late submission.

**All the Best**