



STRATEGIC MANAGEMENT

23MBPC525

(COURSE HANDBOOK)

MBA

COURSE COORDINATOR:

Asst. Prof. Susanna DSilva

1. GENERAL INFORMATION

Welcome to the "Strategic Management" course!

This handbook is designed to guide you through the course, providing an overview of its objectives, learning outcomes, and structure. It serves as a roadmap for understanding importance of Strategic Management in steering the organization to reach its objective.

Strategic Management is a critical discipline that equips organizations to navigate complex business environments and achieve long-term success. It involves the formulation, implementation, and evaluation of strategies to attain organizational goals, leveraging resources effectively in a competitive landscape.

At its core, strategic management provides a structured framework to understand the external environment, analyze internal capabilities, and align resources to create a sustainable competitive advantage. The process begins with strategic planning, where organizations set their vision, mission, and objectives, followed by an analysis of strengths, weaknesses, opportunities, and threats (SWOT). Tools like Porter's Five Forces, PESTEL analysis, and the Balanced Scorecard are commonly employed to make informed decisions.

Strategy implementation translates these plans into actionable initiatives, requiring alignment across various departments, effective communication, and robust leadership. Strategic management also emphasizes the importance of adaptability. In today's volatile, uncertain, complex, and ambiguous (VUCA) world, businesses must anticipate changes, innovate continuously, and respond proactively to disruptions. The growing significance of sustainability and digital transformation further underscores the need for strategic foresight.

For MBA students, mastering strategic management concepts is invaluable. It enables them to think critically, solve complex problems, and contribute meaningfully to organizational growth. Whether aspiring to be entrepreneurs, consultants, or corporate leaders, strategic management provides the foundation to drive impactful decisions and long-term success.

1.1.Course Objectives

- **Impart Knowledge** - Impart knowledge on the core concepts of strategic management.
- **Familiarize Strategies** - Familiarize various business strategies in dynamic market environments.
- **Equip Management Models** - Equip students with various strategic management models.
- **Familiarize with implementation** - Familiarize various implementation and control issues.

1.2.Course Outcomes

- CO1:** Relate theories and practices of strategic management to solve business problems.
CO2: Identify the difference between external and internal environment to address key challenges confronted by the organisation.
CO3: Apply business models and strategies to evaluate the long term objectives of an organisation.
CO4: Analyse different scenario and implement a sound strategy for business.
CO5: Identify the role of strategies in creating a strategy-supportive culture

1.3. Set Text and Suggested Sources

All the below mentioned books are available in the 1st Floor Library.

Key Text Books:

1. Fred R David, “Strategic Management”, 14th Edition Prentice Hall India Publication, 2014.
2. Crafting and Executing Strategy: The Quest for Competitive Advantage- Concepts and Cases.16th Edition, McGraw Hill Education.

Reference Books:

1. Michael A Hitt, Duane Irel, Hoskisson, Manikutty, “Strategic Management-A south Asian Perspective”, 9th Edition, Cengage Learning, 2016.
2. Stewart Clegg Chris Carter, Marting, Johen, “Strategy-Theory and Practice” 3rd Edition, Sage Publication, 2020

1.4.Self-Study Course

In this course, students are encouraged to take up the following non-mandatory course. The “[Introduction to Strategic Management](#)” offered by Great Learning. This course provides you with valuable skills to be successful at the corporate. They collectively prepare you with the knowledge and skills needed to excel in the dynamic field of Strategic Management. This preparatory work will support their success throughout the course and beyond. Students are encouraged to complete the course before the end of the semester.

2. THE COURSE

2.1.Course Description

STRATEGIC MANAGEMENT			
Semester	II	CIE Marks	50
Course Code	23MBPC525	SEE Marks	50
Teaching Hours/Week(L:T:P)	4:0:0	Exam Hrs	03
Total Hours	52	Credits	04

The course Strategic Management is designed to provide students with foundational knowledge about the need and relevance of Strategy and Management in an organization. The course will run for 13 weeks during Semester II and consists of 5 modules that cover essential topics in Organizational Leadership. This course is delivered by Adjunct Faculty Prof. Shanti Sekhar, MDIS, Singapore focusing on theoretical concepts, and course-related activities. Spanning a total of 52 hours, this 4-credit course is assessed through Continuous Internal Evaluation (CIE) for 50 marks and a Semester-End Examination (SEE) for 50 marks, with 3-hour exam duration. This structure ensures a balanced and engaging learning experience for students.

2.2.Initiating Contact with Staff and Other Students

We encourage open communication and value your inquiries about the Course. However, given the large number of students in this course, we encourage that you use email, make use of office hours of the faculty and any other forms of correspondence thoughtfully. Before reaching out with administrative questions, please check if your query has already been addressed in previous communications or in the materials provided in this handbook and on our website. Additionally, we encourage you to engage with your peers for discussions and collaborative learning, as this will enhance your understanding of the course material and foster a supportive academic community.

2.3.Resources

Resources go beyond just books—they include dynamic tools like digital libraries, e-learning platforms, and research databases. These modern learning environments offer anytime, anywhere access to academic materials, interactive courses, and cutting-edge research, empowering students to explore knowledge and excel in their fields.

Students can access a variety of resources through the college website. These include the VTU Consortium, e-learning platforms, and additional sources like open-access repositories, government portals (e.g., NPTEL, NDLI). These digital tools provide access to e-books, research papers, video lectures, and interactive tutorials, offering flexible and comprehensive learning environments.

E-learning and digital library can be accessed via the college website <https://mite.ac.in/> (Campus Life section >Library>VTU Consortium/e-learning platforms/additional sources).

2.4.Staff

Course Convenor: Asst. Prof. Susanna DSilva
Cabin: 3rd floor, PG Block
Email: susanna@mite.ac.in

2.5.Topics and Reading materials for each module

<u>Module 1</u>	<i>No. of Hours: 9</i>
- Topic: Overview of Strategic Management	
Meaning of strategy and strategic management, Stages of strategic management, the strategic management process/model, benefits of strategic management, Levels of strategies, Competitive advantage, Business model and relationship between a company's strategy and Business model.	
- Essential Readings:	
○ Fred R David, "Strategic Management" 14th Edition Prentice Hall India Publication, 2014 Chapter 1.	
- Additional Reading:	
○ Michael A Hitt, Duane Irel, Hoskisson, Manikutty,. "Strategic Management-A south Asian Perspective", 9 th Edition, Cengage Learning, 2016, Chapter 1,4	
<u>Module 2</u>	<i>No. of Hours: 10</i>
- Topic: External Assessment	
○ Key external forces, the process of performing an external audit, industry analysis, Factors driving industry change-Porter's dominant economic feature, competitive forces, competitive environment analysis-porter's five forces model, key success factors (KSFs).	
- Activities:	
○ Students are required to choose a specific company and analyse the USPs of that company and present in the class.	
- Essential Reading:	
○ Fred R David, "Strategic Management" 14th Edition Prentice Hall India Publication, 2014 Chapter 3.	
○ Arthur A, Thompson Jr, Margaret A, Peteraf John E, Gamble A. J. Strickland III, Arun K Jain, 2016.	
○ Crafting and Executing Strategy: The Quest for Competitive Advantage- Concepts and Cases. 16 th Edition, McGraw Hill Education Chapter – 3,5	

- **Additional Reading:**
 - Michael A Hitt, Duane Irel, Hoskisson, Manikutty,. “Strategic Management-A south Asian Perspective”, 9th Edition, Cengage Learning, 2016, Chapter 2.

Module 3

No. of Hours: 10

- **Topic: Internal Assessment**
- Key internal forces, the process of performing internal audit, Resources capabilities and competencies, Resource Based View(RBV), Integrating strategy and culture, SWOT analysis, Value chain analysis, Benchmarking, Internal factor evaluation matrix.
- **Essential Reading:**
 - Fred R David, “Strategic Management” 14th Edition Prentice Hall India Publication, 2014 - Chapter 4.
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- **Additional Reading:**
 - Michael A Hitt, Duane Irel, Hoskisson, Manikutty,. “Strategic Management-A south Asian Perspective”, 9th Edition, Cengage Learning, 2016, Chapter 3.

Module 4

No. of Hours: 14

- **Topic: Strategy Formulation**
- Strategy formulation model-Business vision and mission, Differences between vision and mission, process of developing vision and mission, long term objectives, strategy formulation. Types of strategies–Porter’s generic strategies (Low cost, differentiation, Best cost, Focussed low cost and focused differentiation), Growth strategies (Internal growth, external growth strategies, integration strategies, diversification strategies, Mergers and strategic alliances, Ansoff’s matrix, stability strategies (No change, Profit and proceed with caution) defensive strategies, Retrenchment strategies, (Turn around, divestment and liquidation) Blue Ocean Strategy.
- **Activities:**

Students will be divided into small groups and tasked with selecting a public listed company. Each group will then develop a comprehensive strategic plan for their chosen company, including a concise vision statement, a clear mission statement, 3-5 SMART long-term objectives; Groups will present their strategic plans to the class and submit the same as assignment.
- **Essential Reading:**
 - Fred R David, “Strategic Management” 14th Edition Prentice Hall India Publication, 2014 - Chapter 2.
 - Arthur A, Thompson Jr, Margaret A, Peteraf John E, Gamble A. J. Strickland III, Arun K Jain, 2016.
 - Crafting and Executing Strategy: The Quest for Competitive Advantage- Concepts and Cases. 16th Edition, McGraw Hill Education- Chapter- 1,4

Additional Reading:

- Michael A Hitt, Duane Irel, Hoskisson, Manikutty,. “Strategic Management-A south Asian Perspective”, 9th Edition, Cengage Learning, 2016 Chapter 2

Module 5

No. of Hours: 09

- Topic: Strategy implementation, Control and Evaluation

- Implementation: Role of organization structure, leadership and culture, Nature of strategy implementation, annual objectives, policies, resource allocation, managing conflicts, restructuring, reengineering and e-engineering, linking performance and pay to strategies, creating a strategy-supportive culture, operations concerns in implementing strategies.

- Essential Reading:

- Fred R David, “Strategic Management” 14th Edition Prentice Hall India Publication, 2014- Chapter 7.

- Additional Reading:

- Michael A Hitt, Duane Irel, Hoskisson, Manikutty,. “Strategic Management-A south Asian Perspective”, 9th Edition, Cengage Learning, 2016, Chapter 3, 6

3. ASSESSMENT

The assessment for the Strategic Management module is divided into two components: Continuous Internal Evaluation (CIE) and Semester End Examination (SEE), each accounting for 50% of the total marks.

Continuous Internal Evaluation (CIE)

It Comprise of two internal tests, scheduled for 8th and 14th week, which together contribute 30% of the total marks. Additionally, students can earn 20% through the completion of assignments (10 marks are allotted for Analyse competitive environment using “porters five force model” and 10 marks are allotted for Comprehensive Strategic Plan development)

Semester End Examination (SEE) constitutes the remaining 50% of the total marks. Key information regarding examination dates and related details can be accessed via the college website (Academics and Courses section > Calendar of Events > PG Even Sem).

Rubrics for Other Assessment (Total: 20 Marks / 40% of CIE)

1. Analyse competitive environment using “Porters Five Force Model”. (10 Marks)					
Criteria	10 Marks (Excellent)	9-8 Marks (Proficient)	7-6 Marks (Adequate)	5-4 Marks (Basic)	3-1 Mark (Unsatisfactory)
Creativity and Delivery	Highly creative to analyse the company	Creative, minor delivery gaps in delivery	Basic delivery, limited understanding and solution	Minimal effort	No meaningful participation
Subject Understanding	Deep understanding, well-integrated	Good understanding	Basic understanding	Weak understanding	No effort to understand

2. Team Presentation “Comprehensive Strategic Plan Development”. (10 Marks)					
Criteria	10 Marks (Excellent)	9-8 Marks (Proficient)	7-6 Marks (Adequate)	5-4 Marks (Basic)	3-1 Mark (Unsatisfactory)
Creativity and Delivery	Highly creative to analyse the company	Creative, minor delivery gaps in delivery	Basic delivery, limited understanding and solution	Minimal effort	No meaningful participation
Subject Understanding	Deep understanding, well-integrated	Good understanding	Basic understanding	Weak understanding	No effort to understand