

OBE based Teaching Lesson Plan 2019-20

Program: BBA Entrepreneurship

Course Name: STRATEGIC MANAGEMENT

Course Code: M1 15 MC 604

Semester: 6th

Lecture hours: 60

Subject Coordinator: Dr. Soney Mathews and Rajshekar

| Course Outcome No. | Course Outcomes | T level Indicator |
|---------------------------|--|--------------------------|
| CO 1 | Illustrate a design of a policy that operationalize the Vision and Mission statement of Organization and Apply the Strategic Management process to analyze and improve organizational performance. | T3 |
| CO 2 | Conduct and draw conclusions from external and internal analyzes of an organization's environment and assess their significance for strategic planning. | T4 |
| CO 3 | Choose an appropriate corporate level and Business level strategy that takes into account all the environmental factors of Business firm. | T3 |
| CO 4 | Generate the Strategic analysis and strategic choices after the conducting strategic Gap Analysis | T6 |
| CO 5 | Develop implementation of strategic plans in setting Performance standards and using Evaluation techniques for strategic control to execute those strategies. | T6 |
| CO 6 | Relate Strategic evaluation of plan with control function such as operational control, overview of management control and Corporate Social responsibilities in Triple bottom Line perceptive. | T4 |

| Module No. Topics Covered | Course Outcome No. | No. of Lecture Hours | Pre-Class Activity | Instructional techniques | Assessment | T level |
|--|--------------------|----------------------|--|--|-------------------------|---------|
| <p>MODULE 1: Introduction to Business Policy & Strategy: Business Policy: Definition and Importance of business policy, Purpose of business policy, objectives of business policy, Company's vision and mission: need for a mission statement- Goal, Process & Input formulation of the mission statement. Drucker's Performance Area, Bennis's Core Problem; formulation of mission statement. Meaning of Strategy - Need for strategic management, process of strategic management, Evolution of Strategic Planning - Strategy v/s. Policy - Role of Strategists Characteristics of corporate, Levels of Strategic Planning - business & functional level strategic management decisions ; Schools of Thought on Strategy Formulation & decision- making, Reasons for failure of strategic management:- Issues Faced in Strategic Planning.</p> | CO1 | 10 | Watch a video and write interpretation | Lecture/ Interaction | Q&A Group discussion | T3 |
| <p>MODULE 2: Strategic Intent and Environmental Appraisal : The concept of Strategic Intent-Fit-Environment appraisal: The concept of environment, The Company and its environment, scanning the environment, relating opportunities and resources based on</p> | CO2 | 10 | Prepare on topics for flip class | Flip Class. Lecture ,Discussion/ interactions / videos | Case Study & Quiz | T4 |

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| <p>appraisal of the environment (situation analysis - opportunities and threats analysis).</p> <p>Sources and Techniques- External Analysis-Michael Porter's Five Force Industry Analysis - Value Chain Analysis Internal Analysis- Critical Success Factors (CSF): Key Factor Rating. Internal analysis: Importance of organisation's capabilities, competitive advantage and core competence, Michael E. Porter's Value Chain.</p> | | | | | | |
| <p>MODULE 3: Strategic Formulation- Corporate and Business Level Strategies</p> <p>Approaches to Strategy formation; Strategic planning: Strategic planning process, strategic plan major strategy options -</p> <p>Corporate Level Strategies- Grand strategy -Stability, Growth- and Expansion- Merger & acquisitions - Types of renewal strategies - retrenchment and turnaround- Combination - Corporate Restructuring Strategies - McKinsey's 7S framework to analyzes firm's organizational design</p> <p>Business level strategy-SBU (strategic business units), Formulation of competitive strategies: Michael E. Porter's Generic competitive strategies, cost leadership, - Strategic Advantage - decentralization; BCG Model; Stop-Light Strategy Model; Directional Policy Matrix (DPM) Model, Product/Market Evolution - Matrix and Profit Impact of Market Strategy (PIMS) Model.</p> | CO3 | 12 | Refer to the given material | Videos Lecture/Discussion / case studies | Q&A, Games(Pictorial) | T3 |
| <p>MODULE4 :</p> <p>Strategic Analysis and Choice</p> <p>Strategic gap analyses -Process of Strategic Choice - focusing in strategic alternatives -horizontal, vertical diversification - active and passive alternatives- Contingency Strategies.</p> <p>Selection Factors-Subjective Factors of Influencing Choice - Corporate portfolio analysis - BCG Matrix - Limitations of BCG Matrix -GE Nine cell matrix -Product market evolution matrix, experience curve, directional policy matrix, life cycle portfolio matrix, grand strategy selection matrix- SWOT analysis.</p> <p>Behavioural considerations affecting choice of strategy; Culture and Strategic Leadership: Implementing & operationalizing strategic choice, Impact of structure, culture & leadership, functional strategies & their link</p> | CO4 | 12 | Case Study on BCG Matrix | Lecture/ Discussion / | Quiz /Q &A | T6 |

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| with business level strategies, Balanced Score Card. | | | | | | |
| MODULE 5: Strategic Implementation and Evaluation Activating Strategy – Strategic Organization Structure – Functional – SBU – Project Organization – Matrix Organization – New Design Option – Leadership Style and Cultural Change – Managing Resistance to Change – Managing Conflict – Linking Performance and Pay To Strategies – Evaluation Criteria for Strategies .Process of evaluation – Setting Performance standards – Evaluation techniques for strategic control. | CO5 | 8 | Case study | Discussions/ case studies/ videos | Q&A | T6 |
| MODULE 6: Strategic Control & Corporate Social Responsibility: Strategy Control: Meaning, Importance, Scope: Strategic surveillance -Relationship between Strategic evaluation and control, operational control, overview of management control, Types of strategic Control – focus on KRA (Key Result Areas) Social responsibilities: The Company and its social responsibilities, Social responsibility for economic growth and sustainability -Triple bottom Line-Social Audit. Ethics and Strategy--Meaning, scope | CO6 | 8 | Prepare for flip class | Lecture & Discussion, Case studies/ Flip Class | MCQ | T4 |

Continuous Internal Assessment

- Presentation
- Assignment – Practical application of SWOT , McKinsey's 7S framework & BCG matrix on various companies

Books for Reference:

- Budhiraja Athreya: Cases in Strategic Management, Tata McGraw Hill Publications.
- Jeremy Kourdi : Business Strategy – A Guide to Effective Decision Making the Economist.
- John A. Pearce II & Richard B. Robinson Jr.: Strategic Management –Strategy Formulation and Implementation.
- Philip Sadler: Strategic Management, Second Edition, 2005, Kogan Page India Pvt. Ltd. New Delhi.
- V. S. P. Rao& V. Hari Krishna: Strategic Management – Text and Cases, Excel Books Publication, New Delhi.
- Francis Cherunillam -Strategic Management , Himalaya Publishing House, Bombay.