

OBE based Teaching Lesson Plan 2019-20

Program: BBA Regular

Course Name: STRATEGIC MANAGEMENT

Course Code: M1 15 MC 604

Semester: 6th

Lecture hours: 60

Subject Coordinator: Ms. Asha Joseph , Mr. Rajshekar and Dr. Soney Mathews

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, criteria for evaluating 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	Video	Video /Lecture Interaction PPT	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	Flip Class. Lecture ,Discussion/ interactions / videos	Case Study & Quiz	T4

<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>			class			
<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		Videos Lecture/Discussion / case studies	Q&A, Games(Pictiory)	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	Read the given reference material	Lecture/ Discussion /	Quiz /Q &A	T6

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	Read the given reference material	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	Read the given reference material	Discussion, Case studies/ Flip Class	MCQ	T4

Continuous Internal Assessment

- Presentation
- Assignment – Practical application of SWOT , Porters 5 Force Analysis , 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.