

## OBE based Teaching Lesson Plan 2019-20

**Program: BBA - Professional – Finance and Accountancy -CIMA**

**Course Name: STRATEGIC MANAGEMENT**

**Course Code: M4 17 MC 603**

**Semester: VI Semester**

**Lecture hours: 60 Hours**

**Faculty in-charge: Dr Soney Mathews**

<b>Course Outcome No.</b>	<b>Course Outcomes</b>	<b>T level Indicator</b>
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

<b>Module No. Topics Covered</b>	<b>Course Outcome No.</b>	<b>No. of Lecture Hours</b>	<b>Pre-Class Activity</b>	<b>Instructional techniques</b>	<b>Assessment</b>	<b>T level</b>
--------------------------------------	---------------------------	-----------------------------	---------------------------	---------------------------------	-------------------	----------------

<p><b>MODULE 1:</b>  <b>Introduction to Business Policy &amp; Strategy:</b>  <b>Business Policy:</b> 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 &amp; Input formulation of the mission statement. Drucker's Performance Area, Bennis's Core Problem; formulation of mission statement.  <b>Meaning of Strategy</b> – 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 &amp; functional level strategic management decisions ; Schools of Thought on Strategy Formulation &amp; decision- making, Reasons for failure of strategic management:– Issues Faced in Strategic Planning.</p>	CO1	10	Reading of recommended material/Article/ watching videos on selected topics	Lecture, illustrations, discussions	Discussion, Questions & Answers	T3
<p><b>MODULE 2: Strategic Intent and Environmental Appraisal :</b>  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 appraisal of the environment (situation analysis - opportunities and threats analysis).  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</p>	CO2	10	Reading of recommended material/Article/ watching videos on selected topics	Lecture, illustrations, discussions	Case study analysis and discussion	T4

capabilities, competitive advantage and core competence, Michael E. Porter's Value Chain.						
<b>MODULE 3: Strategic Formulation-Corporate and Business Level Strategies</b> Approaches to Strategy formation; Strategic planning: Strategic planning process, strategic plan major strategy options – <b>Corporate Level Strategies-</b> 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 <b>Business level strategy-SBU</b> (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.	CO3	12	Reading of recommended material/Article/watching videos on selected topics	Lecture, illustrations, discussions	Assignment and Presentation	T3
<b>MODULE 4 : Strategic Analysis and Choice</b> Strategic gap analyses - Process of Strategic Choice – focusing in strategic alternatives -horizontal, vertical diversification - active and passive alternatives- Contingency Strategies.	CO4	12	Reading of recommended material/Article/watching videos on	Lecture, illustrations, discussions	Assignment and Presentation	T6

<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 &amp; operationalizing strategic choice, Impact of structure, culture &amp; leadership, functional strategies &amp; their link with business level strategies, Balanced Score Card.</p>			selected topics			
<p><b>MODULE 5: Strategic Implementation and Evaluation</b></p> <p>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.</p>	CO5	8	Reading of recommended material/Article/watching videos on selected topics	Lecture, illustrations, discussions	Assignment	T6
<p><b>MODULE 6: Strategic Control &amp; Corporate Social Responsibility: Strategy Control: Meaning, Importance, Scope: Strategic</b></p>	CO6	8	Reading of recommended material	Lecture, illustrations, discussions	Online quiz and case study	T4

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			l/Article/ watching videos on selected topics			
--	--	--	--	--	--	--

**Continuous Internal Assessment –**

- Power point presentation in class on the given topic.
- Case study analysis
- MCQs and Quiz
- Class test

**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.

**Approved by:**