

Programme: Bachelor of Management Studies				Semester: IV			
Course: Strategic Management				Code:			
Teaching Scheme				Evaluation Scheme			
Lecture	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
60	NIL	Nil	04	40Marks	60 Marks	NIL	NIL
Internal Component (Theory Break up)							
Class Test			Assignments/ Presentations			Class Participation	
20 Marks			20 Marks			NIL	
Learning Objectives							
<ul style="list-style-type: none"> To understand the basic concepts of strategy, policy and strategic intent. To analyse the business environment and comprehend the various types of strategies that organizations formulate at various levels. To explore the tools and techniques for strategic analysis and making strategic choices. To formulate strategies at various levels and effectively perform strategic implementation along with realizing the synergistic effects. To apply various evaluation techniques for strategy evaluation & control and get an overview of managing change in business organizations. 							
Learning Outcomes							
<ul style="list-style-type: none"> The learner will get acquainted with business policies & strategies, strategic intent & strategic management process at various levels. The learner will be able to analyse the internal & external environments impacting business. The learner will get an insight into the different levels of strategies, their formulation and their application in the business world. The learner will get familiarized to the various analysis tools to make strategic choices and analysis and understand the strategy implementation. The learner will be able to apply several tools to evaluate and control the implemented strategy along with get an insight to successfully get and manage change in business organisations. 							
Pedagogy							
Lecture Method, Case studies, News Paper reading & Article Discussions, Debating, Videos & Presentations, Analyzing Interviews, Brainstorming							

Detailed Syllabus Plan				
Module	Module Content	Module wise Pedagogy Used	Duration of Module	Reference Book

I	<p>Introduction: Business Policy- Meaning, Nature, Importance Strategy-Meaning, Definition Strategic Management- Meaning, Definition, Importance, Strategic management Four phases in the Strategic Management Process Concept of SBU, importance of Strategic Business Units Strategic Intent-Meaning & attributes of strategic intent, Meaning of Vision, Meaning of mission, difference between vision & mission, characteristics of good mission statements, objectives goals and plans. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA).</p>	Lecture Method, Case studies, News Paper reading & Article Discussions, Debating	15	<p>Kazmi Azhar, Business Policy & Strategic Management, Tata McGraw Hill. P.K. Ghosh : Business Policy , Strategy , Planning and Management Christensen , Andrews Dower: Business Policy- Text and Cases William F. Gkyej : Business Policy – Strategy Formation and Management Action Bongee and Colonan : Concept of Corporate Strategy. Strategic Management: A Competitive Advantage Approach, Concepts & Cases, 15Th Edition by David and David, Pearson India</p>
II	<p>Strategy Formulation: Environment Analysis Scenario planning- Preparing an Environmental Threat and Opportunity Profile ETOP, SWOT, PESTLE Analysis</p>	Lecture Method, Case studies, News Paper reading & Article Discussions, Debating, Videos & Presentations,	20	<p>Kazmi Azhar, Business Policy & Strategic Management, Tata McGraw Hill.</p>

	<p>Levels of Strategy - Corporate Level Strategy, Grand Strategies: Growth (Concentration Strategies- Ansoff Matrix ,Diversification Strategies, Horizontal & Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships, Joint Ventures), Internationalization strategies, Stability and Retrenchment - Turnaround, Divestment, Liquidation, Outsourcing Strategies.</p> <p>Business Level Strategy- Generic Competitive Strategies: competitive strategies, Low cost, Differentiation, Focus strategy. Combined business strategies</p> <p>Functional Level Strategy at various functional levels</p> <p>Tactics: Market location and Timing tactics with its sub types and Pros and Cons</p>	Analyzing Interviews		Strategic Management: A Competitive Advantage Approach, Concepts & Cases, 15Th Edition by David and David, Pearson India
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III	<p>Strategy implementation: Models of Strategy making. Porter's Model of Competitive Advantages of Nations</p> <p>Strategic Analysis & Choices: Gap Analysis</p> <p>Tools for Strategic Analysis: BCG Matrix, GE 9Cell, Porter's 5 Forces, 7S Framework</p> <p>Implementation: Meaning, Steps and implementation at Project, Process, Structural – Types of Organisation Structures, Behavioral, Functional level.</p>	Lecture Method, Case studies, News Paper reading & Article Discussions, Debating, Videos & Presentations	15	<p>Kazmi Azhar, Business Policy & Strategic Management, Tata McGraw Hill. William F. Gkycj : Business Policy – Strategy Formation and Management Action</p> <p>Strategic Management: A Competitive Advantage Approach, Concepts & Cases, 15Th Edition by David and David, Pearson India</p>
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IV	<p>Strategic Evaluation & Control: Meaning, Steps of Evaluation & Techniques of Control - Strategic & Operational Control</p> <p>Use of Balanced Scorecard for strategy evaluation. Synergy: Concept , Types , evaluation of Synergy. Synergy as a Component of Strategy & its Relevance.</p> <ul style="list-style-type: none"> •Change Management– Elementary Concept •Factors leading to change, Resistance to change, Techniques in managing change. 	Lecture Method, Case studies, News Paper reading & Article Discussions, Debating	10	<p>Kazmi Azhar, Business Policy & Strategic Management, Tata McGraw Hill. William F. Gkycj : Business Policy – Strategy Formation and Management Action</p> <p>Strategic Management: A Competitive Advantage Approach, Concepts & Cases, 15Th Edition by David and David, Pearson India</p>
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Note: Case studies will be discussed for topics covered in every module.

Prepared by:

Approved by:

Signature
BMS Coordinator

(Principal)

Total Marks allotted: 100 marks

a) Details of Continuous Assessment (CA)

40% of the total marks per course.

Marks allotted for CA is **40 marks**.

Breakup of the 40 Marks is as follows:

Continuous Assessment	Details	Marks
Component 1 (CA-1)	Internal class test (online or offline) MCQs/Explain the concepts/Answer in brief/Case study or application based questions.	20 marks
Component 2 (CA-2)	Presentations/Project Work/ Viva-Voce/ Book Review/ Field visit & its presentations/ Documentary filming/ Assignments/Group Discussions Etc.	20 marks

b) Details of Semester End Examination (SEE)

60% of the total marks per course.

Marks allotted for SEE is **60 Marks**.

Duration of examination will be **Two Hours**.

QUESTION PAPER FORMAT

All Questions are compulsory

Q. No.	Particulars	Marks
Q.1.	Answer in Brief (Any 2 out of 3) a) b) c)	12
Q.2.	Answer in Brief (Any 2 out of 3) a) b) c)	12
Q.3.	Answer in Brief (Any 2 out of 3) a) b) c)	12
Q.4.	Answer in Brief (Any 2 out of 3) a) b) c)	12
Q.5.	Read the following Case Study and answer the questions that follow.	12

Signature

(Program Chairperson & Vice Principal)

Signature

(Principal)