



**SECOND SEMESTER 2022-2023**

**Course Handout (Part-II)**

**Date: 01/01/2023**

In addition to Part-I (General Handout for all courses appended to the timetable) this portion gives further specific details regarding the course.

**Course No. : BITS F428**  
**Course Title : Essentials of Strategic Management**  
**Instructor-in-charge : R. RAGHUNATHAN**

**1. Scope and Objectives of the Course:**

Strategic Management is to continually find your winning position and place in ever changing environment, thus creating the future that you want. The focus is to arrive at desired destination by developing a competitive edge. Course is developed from this perspective and focus is more on understanding the concepts and their implications and applications to devise strategy for the corporate entity. Thus, purpose of this course is to explore what good strategic thinking means and to understand and learn the art of applying concepts and tools of strategic analysis to devise and execute strategies that can provide an insight to improve approaches for to craft and execute strategies.

**2. Text Book(s):**

- T1 : Strategic Management: Theory and Application, Adrian Haberberg and Alison Rieple, 2007, Oxford University Press, ISBN: 9780199216468
- T2 : Strategic Management: An Integrated Approach: Theory & Cases, Charles W. L. Hill, Melissa A. Schilling, Gareth R. Jones, 2017, 12<sup>th</sup> Edition, ISBN: 9789353505554

***Additional Materials:***

Reading materials and slide handouts will be made available in the course page at CMS. Students are required to read these materials and come prepared to class.

**3. Reference Books:**

- R1 : Crafting & Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases, Arthur Thompson, Margaret Peteraf, John Gamble, A. Strickland, 23<sup>rd</sup> Edition, ISBN10: 1260735176 | ISBN13: 9781260735178
- R2 : Concepts in Strategic Management and Business Policy, Thomas L. Wheelen, J. David Hunger & Krish Rangarajan, 2013, 13<sup>th</sup> Edition, ISBN: 9788131770542





#### 4. Course Plan:

Lecture No.	Learning Objectives	Topic(s) to be covered	Chap. No.
1-4	Explain what is meant by strategy, strategic management process, Evaluate different perspectives on strategy formulation and explain the linkage between an organization's strategy and its external and internal environment	Concepts of Strategic Management(SM)	T1: Ch 1, Ch 2
5-7	Learn components of general environment, detecting environmental trends and PEST analysis	External Environmental Analysis	T1: Ch 3, & T2: Ch 2
8-12	Evaluate Porter's five forces framework, understand the concept of value net, role of complements in creating value, analyzing strategic groups, assessing the impact of hyper competition on competitive behavior	The Competitive Environment	T1: Ch 3, & T2: Ch 2
13-16	Discuss value chain analysis, value system, creating competitive advantage, SWOT analysis	Internal Environmental Analysis - I	T1: Ch 6
17-20	Explain the role of resources, competencies and capabilities for achieving a sustainable competitive advantage	Internal Environmental Analysis - II	T1: Ch 7
21-24	Evaluate shareholder and stakeholder perspectives for an organization; explain the role of financial ratios, discounted cash flow (DCF), the balanced scorecard approach and benchmarking to an organization's performance	Assessing Organization's Performance	T1: Ch 11
25-28	Learn grown, diversification strategies, portfolio analysis and the role of corporate parenting in creating value.	Corporate Level Strategy	T1: Ch 5 & R1: Ch 7
29-32	Evaluate Porter's generic competitive strategies, industry lifecycle.	Business Level Strategy	T1: Ch 4 & T2: Ch 5
33-36	Explain what motivates organizations to expand abroad, types of international strategy, entry mode strategies and competitive advantage for nations.	International Strategy and Globalization	T1: Ch 14 & T2: Ch 8
36-38	Understand different organizational structures, strategic control systems, assess different approaches to strategic change.	Organizational Systems and Strategic change	T1: Ch 8
39-40	Understand and evaluate shareholder and stakeholder theories of corporate governance	Corporate Governance	T2: Ch 11





## 5. Evaluation Scheme:

Evaluation Component	Weightage (%)	Duration	Operational Details	Nature of Component	Date, Time and Venue
Mid-semester Test	30	90 min	Theory and or application questions	Open Book	16/03/23 11:30 AM - 1:00 PM
Assignment(s)/ Case Studies*	20	3 hours	Participation + Report	Open Book, In-class & Take home	25/02/2023 2:00 PM - 5:00 PM 25/03/2023 2:00 PM - 5:00 PM
Quiz (Announced)	10	30 Min	MCQ's, Fill in the Blanks, True or False	Closed Book	11/04/23 9:00 AM - 9:30 AM
Comprehensive examination	40	3 hours	Theory and or application questions	Closed Book	15/05/2023 (AN)

\* Details will be shared in the class.

**6. Chamber Consultation Hour:** Tuesday, 5:00 p.m. - 6:00 p.m.

**7. Notices:** Notices, if any, will be shared in the course page at 'CMS' only.

## 8. Policies:

- For make-up, prior permission from the instructor in-charge should be taken.
- Policies related to class attendance, and late submissions will be shared in the class.
- Academic honesty and integrity are to be maintained by all the students throughout the semester and no type of academic dishonesty is acceptable.

**Note:** The pace of coverage will vary with *class interest*, the liveliness, new insights & quality of discussions or lack thereof. Hence, information on specific in-class activities to be assigned during the scheduled class is not specified in this handout.

**Instructor-in-Charge**  
**BITS F428**

