



**Birla Institute of Technology & Science, Pilani**  
Hyderabad Campus

## **FIRST SEMESTER 2021-2022**

### Course Handout Part II

Date: 20-08-2021

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

*Course No.* : **BITS F428**  
*Course Title* : **Essentials of Strategic Management**  
*Instructor-in-Charge* : **Swati Alok**

### **Scope and Objective of the Course:**

1. To expose participants to various perspectives and concepts in the field of Strategic management.
2. To help participants achieve conceptual clarity.
3. To help participants develop skills for applying these concepts to the solution of business problems.

### **Textbooks:**

1. Strategic Management Theory & Application by Adrian Haberberg& Alison Rieple– Oxford
2. **Strategic Management – An Integrated Approach by Charles W L Hill / Gareth R Jones (buy this)**

### **Reference books**

- R1: Hitt, Ireland, Hoskisson, Manikuttu: Strategic Management, 9th edition, A South Asian Perspective  
R2: Thomas L. Wheelen, J.David Hunger and KrishRangarajan, Strategic Management and Business policy, Pearson Education., 2006  
R3. Fred R. David “Strategic Management concepts and cases” Prentice Hall/Pearson

### **Journals:**

Harvard Business Review.- Article will be provided (hard copy)



## Course Plan:

Lecture No.	Learning objectives	Topics to be covered	Case Analysis	Chapter in the Text Book
Module - 1 (1-4)	Core concepts: Strategy and What is Strategic Management	Overview of the course ; General vocabulary of SM, Strategic management process; Mission , Goals, Visions, Mission statement analysis, difference between strategy and tactical plan, what is good strategy, where strategy happens, How strategy happens , Stakeholder Management, Shareholder value, ROIC, Profit growth	Starbucks Mission statement analysis,  Walmart case	Chapter-1, 2 of T1 and Ch-1 of T2,  Introduction to Strategy-HBR, Article
Module - 2 (5-7)	Understanding the influence of the External Environment (External Analysis)	Analyzing the environment and nature of competition, Macro environment (PESTLE) , Strategic groups, Industry life cycle, Industry analysis , Porters Six forces and Effect of Willingness to pay, Cost, Price due to porters six forces	PESTLE forces- Indian retail Industry,  Porter Six forces – Walmart Analysis	Ch-3 of T1, & Ch-2 of T2  Industry Analysis – HBR article
Module - 3 8-12	Understanding the influence of Internal Environment (Internal Analysis)	The Value chain Analysis; activity analysis, using activity to analyses cost, using activity to analyses willingness to pay, explore options and make choices	Zara versus H& M fashion industry – value chain Analysis  <b>Smart shoe manufacturer simulation</b>	Ch-6 of T1 Competitive Advantage – HBR article
Module - 4 13-14	Understanding the influence of Internal Environment (Internal Analysis)	The Resource Based View of the Firm ; Difference between resource, capabilities, competencies, core competencies , VRIO model , sustainable advantage	Southwest Airlines	Ch-7 of T1  Competing on Resources – HBR article
Module - 5	Business Level	STP, generic competitive strategies; Strategic options for fragmented industry, embryonic	McDonald case study	Ch-4, 13 of T1, Ch- 5 of



15-17	Strategy	industry, mature industry, decline industry		T2 Marketing reading Segmenting & Targeting (HBR article)
Module-6 18-20	Strategy and Technology	High Technology Industries, Winning Format war, Capturing First mover advantage, Disruptive Technology	Blue -Ray versus HD DVD	Ch-7 of R1
Module- 6 20-23	Corporate Level Strategy	Corporate strategy , growth, diversification, types of diversification, when diversification add value, when it fails, Integration – vertical, horizontal stability, Retrenchment , BCG, GE Business Screen, Business score cards	Warfare in toyland – case study from book T2- pg 207	Ch-5, 9 of T1 &Ch- 7 of R2 Corporate Strategy - HBR
Module-7 24-26	Strategies in International Contexts	Global Strategy ,Choice of International Entry Mode, Regionalization, Global MNC structure	IKEA case study	Ch-14 of T1 & Ch-8 of T2
Module-7 27-27	Corporate Social Responsibility	Corporate Social Responsibility, Strategy & Society	ITC -case study	Strategy & Society- HBR
Module-7 28-28	Corporate Governance , Board of director,	Corporate Governance, Role of Board of director, Principal -agent theory,	Satyam Scandal – case study	Ch-10 of R1
Module-8 29-36	Architecture, structure and culture ; Effective Organizational Change, Making strategy happen	Implementing strategy through Organization Design , Staffing, Leadership. Culture , business Scorecard, Blue ocean Strategy , Strategy in Small businesses, Nonprofits,	Hewlett Packard - case study  Organization al structure- Simulation  Change management -Simulation	Ch-8,17 of T1; Ch-11 of R1 Note on organizational structure – HBR
37-42	Business canvas Model,	Business Canvas Model – Idea generation		Class notes & Presentations , Discussions

### Evaluation Scheme:

Component	Duration	Weightage (%)	Date & Time	Nature of Component
Mid term	90 minutes	35	18/10/2021 3.30 - 5.00PM	Closed-20% Open-15%
Group Assignments		15		Open
Quiz		10		Closed
Comprehensive Examination	120 minutes	40	13/12 FN	Closed-20% Open -20%

**Chamber Consultation hour:** Every Tuesday from 5pm to 6 pm

**Notices:** All the notices concerning the course will be displayed on CMS.

**Academic Honesty and Integrity Policy:** Academic honesty and integrity are to be maintained by all the students throughout the semester and no type of academic dishonesty is acceptable.

**INSTRUCTOR-IN-CHARGE**

