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**II SEMESTER 2021-2022**

# Course Handout Part II

Date: 15-01-2022

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, Manikutty: 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:**

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| **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 | 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  15-17 | Business Level Strategy | STP, generic competitive strategies; Strategic options for fragmented industry, embryonic industry, mature industry, decline industry | McDonald case study | Ch-4, 13 of T1, Ch- 5 of 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  Organizational 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:**

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| **Component** | **Duration** | **Weightage (%)** | **Date & Time** | **Nature of Component** |
| Mid term | 90 minutes | 35 | 11/03 11.00am to12.30pm | Closed-20%  Open-15% |
| Group Assignments |  | 15 |  | Open |
| Quiz |  | 10 |  | Closed |
| Comprehensive Examination | 120 minutes | 40 | 09/05 AN | 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**