

BIRLA INSTITUTE OF TECHNOLOGY AND SCIENCE, PILANI

INSTRUCTION DIVISION

FIRST SEMESTER 2015-2016

Course Handout Part II

Date: 03/08/2015

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

Course No. : MBA C423

Course Name : BUSINESS POLICY & STRATEGIC MGT

Instructor-in-charge : Dr Satyendra Kr sharma

Instructor : Dr R. Raghunathan

Course Description:

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.

1. Text Book:

Understanding Strategic Management, 2nd edition by Anthony Henry – Oxford

2. References:

R1: Thompson , Strickland and Gamble, Crafting and Executing Strategy – Concepts and Cases, Tata McGraw Hill, 14th ed.

R2. Fred R David, Strategic Management – Concepts and Cases, Pearson (1st Ed.

R3. Ranjan Das, Crafting the Strategy – Concepts and Cases in Strategic Management, Tata McGraw Hill, 1/e.

R5. Pitts Robert A and Lei David, Strategic Management' Thomson 3rd ed.

R6. Michael Porter, Competitive Strategy, Free Press

R7. Michael Porter, Corporate Strategy, Free Press

R8. Mintzberg, Ahlstrand and Lampel, Strategy Safari, Pearson, 2005.

3. Course Plan:

S. No.	Learning Objectives	Topic(s) to be covered	TB Chap. No.
1-2	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	Concepts of Strategic Management(SM)	1

	external and internal environment		
3-4	Learn components of general environment, detecting environmental trends and PEST analysis	External Environmental Analysis	2
5-6	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	3
7-8	Discuss value chain analysis, value system, creating competitive advantage, SWOT analysis	Internal Environmental Analysis - I	4
9-10	Explain the role of resources, competencies and capabilities for achieving a sustainable competitive advantage	Internal Environmental Analysis - II	5
11-12	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	6
13-14	Learn growth, diversification strategies, portfolio analysis and the role of corporate parenting in creating value,.	Corporate Level Strategy	8
15-16	Evaluate Porter's generic competitive strategies, industry lifecycle.	Business Level Strategy	7
17-18	Explain what motivates organizations to expand abroad, types of international strategy, entry mode strategies and competitive advantage for nations.	International Strategy and Globalization	9
19-20	Understand different organizational structures, strategic control systems, assess different approaches to strategic change.	Organizational Systems and Strategic change	10
21-22	Understand and evaluate shareholder and stakeholder theories of corporate governance	Corporate Governance	12

4. Evaluation Scheme:

EC. No.	Evaluation Component	Duration	Weight age	Date and Time	Nature of Component
1	Mid Sem Test	90 mins.	20	6/10 4:00 - 5:30 PM	Closed Book
2			40	Continuous	
3	Comprehensive Exam	03 Hrs.	40	4/12 AN	Partly Open Book

5. Chamber Consultation: To be announced in class

6. Notices: All notices concerning this course will be displayed on the Management

Group Notice Board only.

7. Makeup: No make-ups will be given **except** on genuine medical grounds and **only** with prior permission from Instructor-in-charge.