



Birla Institute of Technology & Science, Pilani
Hyderabad Campus

**INSTRUCTION DIVISION
FIRST SEMESTER 2016-2017**

Course Handout Part II

Date: 01-08-2016

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.
- 4.

Textbooks:

1. Strategic Management Theory & Application by Adrian Haberberg& Alison Rieple– Oxford

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
R4.Strategic Management – An Integrated Approach by Charles W L Hill / Gareth R Jones

Journals:

Sloan Mgt Review and Harvard Business Review.



Course Plan:

Lecture No.	Learning objectives	Topics to be covered	Chapter in the Text Book
1-4	Core concepts: Strategy and What is Strategic Management	Overview of the course ; General vocabulary of SM, Strategic management process; level of strategy, Strategic Audit; Mission , Goals, Visions, Mission statement analysis	Chapter-1, 2 of T1 and Ch-1 of R4
5-7	Understanding the influence of the Environment (External Analysis)	Analyzing the environment and nature of competition, Macro environment (PESTLE) , Strategic groups, Analyzing the Industry, Industry life cycle, Porters five forces and rivalry	Ch-3 of T1, & Ch-2 of R4
8-10	Understanding the influence of Internal Environment (Internal Analysis)	The Value chain Analysis ; Degree of vertical integration, manufacturing/services and differences in value chains	Ch-6 of T1
11-14	Understanding the influence of Internal Environment (Internal Analysis)	The Resource Based View of the Firm ; Strategic and threshold resources, strategic assets and sustainable advantage; capabilities and competencies	Ch-7 of T1
15-17	Business Level Strategy	Customer segmentation, strategic options for different segments, generic competitive strategies ; Strategic options across ILC, fit with industry of the firm's competitive stance	Ch-4, 13 of T1, Ch- 5 of R4
18-22	Corporate Level Strategy	Corporate strategy , growth, diversification, Integration , stability, Retrenchment , BCG, GE Business Screen	Ch-5, 9 of T1 &Ch- 7 of R2
23-25	Strategies in International Contexts	Global Strategy ,Choice of International Entry Mode, Regionalization, Global MNC structure	Ch-14 of T1 & Ch-8 of R4
26-28	Corporate Governance , Board of director, Corporate Social Responsibility	Corporate Governance , Role of Board of director, Principal -agent theory, Corporate Social Responsibility	Ch-10 of R1 & Article from HBR
29-36	Architecture, structure and culture ;	Implementing strategy through Organization Design , Staffing,	Ch-8,17 of T1; Ch-11 of



	Effective Organizational Change, Making strategy happen	Leadership. Culture	R1
37-42	Understanding strategy happening in some contexts	Small businesses, Nonprofits, Managing Technology and Innovation , strategical options in fragmented , mature and decline industries	Class notes & Presentations , Discussions

Evaluation Scheme:

Component	Duration	Weightage (%)	Date & Time	Nature of Component
Test I	1 hour	20	8/9, 11.30-12.30 PM	Closed book
Group Assignments		20	To be announced in class	
Test II	1 hour	20	25/10, 11.30-12.30 PM	Open book
Comprehensive Examination	3 hours	40	07/12 AN	Closed book

Notices: All notices of this course will be displayed on LTC Notice Board.

Make-up: Make-up may be given only on genuine grounds. Prior permission has to be obtained.

INSTRUCTOR-IN-CHARGE

