

Proposal for New Course		
Course Number	:	MB526
Course Name	:	Strategic Management
Credits	:	2-0-0-2 (L-T-P-C) ¹
Prerequisites	:	None
Intended for	:	MBA
Distribution	:	Compulsory
Semester	:	Even

Preamble

The course is designed to equip managers with the concepts, frameworks, and techniques towards making better strategic decisions. The participants through the completion of the course are expected to learn why and how some organizations exist and outperform the others in a specific business landscape and continue to derive competitive advantage? The participants of the course are expected to take leadership charge of the organization and to take responsibility for the performance of the organization. We have restricted the primary objective of the organization is to be profitability throughout the course though organizations with other than profit-objectives are out of the scope of the course. The course would primarily cover aspects of Business Strategy: dealing with how organizations derive competitive advantage and Corporate Strategy: dealing with what business(s) the organization should be in. The question of “how” and “what” of the business is not independent rather circular in nature. The course, nevertheless, follows a sequential approach for delivering Business Strategy (how) followed by Corporate Strategy (what). The course focuses on diagnosing the problem(s) of an organization in a complex management situation and searching and acting towards a solution. The course will demand drawing upon various functional theories and integrating towards a “holistic” management perspective towards problems and solutions.

Objective

On completion of this course, the student should be able to:

- To understand, analyse, and evaluate organization strategy in making operational decisions.
- To understand and sense-make organization strategy from operational activities.
- To learn how to formulate strategy within the dynamic and etymological contexts of operational, organizational, and external environments.
- To know few basic frameworks and the analytical process of their applications in formulating strategy and in their operationalization.

¹ L= Lectures per week, T=Tutorials per week – P = Practical/Lab session per week – C = Credits for course

Course Modules with Quantitative lecture hours		
Module 1	Introduction to Strategic Management and Development of Strategic Intent	(4 hours)
<ul style="list-style-type: none"> • Understanding Strategy • Comprehending the basic framework of strategy analysis • Evolution of Business Strategy thought over past years • How to describe Strategy of an organization • Understand how Strategy is made within organization. • Strategic Management in the Context of Functional Departments in an Organization • Strategic Intent & Strategy Framework • Vision-Mission-Strategy / Purpose-Values- Strategy • Landscape of Strategic Management and Boundaries of Strategic Thinking 		
Module 2	Frameworks and Tools for External Context Analysis	(5 hours)
<u>Macro External Environmental Analysis of the Industry</u> <ul style="list-style-type: none"> • Industry Life Cycle • Analysing Industry Attractiveness • Frameworks and Tools for External Context (Environment) Analysis [External Environmental Analysis, PESTLE Analysis, Organization Response to External Environment] <u>Micro External Environmental Analysis of the Industry</u> <ul style="list-style-type: none"> • Analysis & Influence of Competitive Forces [Porter's 5 Force] • Strategic Group 		
Module 3	Frameworks and Tools for Internal Context Analysis	(5 hours)
<u>Internal Analysis of the Firm</u> <ul style="list-style-type: none"> • Resource Based View • Value Chain Analysis • Core Competencies • VRIO Framework 		
Module 4	Different approaches within Business Strategy to achieve Competitive Advantage	(5 hours)
<ul style="list-style-type: none"> • Generic business strategies (Cost Leadership, Differentiation, and Niche) • Blue Ocean Strategy 		
Module 5	Organizational Design and its Influence on Strategy Formulation and Implementation	(4 hours)
<ul style="list-style-type: none"> • Principles that Determines Structural Characteristics of Complex Organization • Selection of Organization Structure best suited for Particular Business Context • Drivers of Changes of Organization Structure • Corporate Governance and Culture's influence on Strategy Formulation and Implementation • Role of Leadership Team/ Board in Strategy Execution 		
Module 6	Managing Multiple Businesses	(5 hours)
<ul style="list-style-type: none"> • Basic Understanding of various Portfolio Planning Models (BCG Matrix, McKinsey Matrix, etc) 		

- Different approaches within Corporate Strategy for pursuing Growth - Vertical and Horizontal Integration, Mergers and Acquisition, Joint Ventures, Diversification (Ansoff's Framework, etc), Alliances and Internationalisation

Lab Exercises (If applicable):

Lab to be conducted on a 2-hour slot. It will be conducted in tandem with the theory course so the topics for problems given in the lab are already initiated in the theory class. The topics taught in the theory course should appropriately be sequenced for synchronization with the laboratory.

Textbooks:

1.	Robert M Grant (2015). <i>Contemporary Strategy Analysis: Text and Cases</i> , Edition, 9th Edition.
2.	Charles W. L. Hill; Melissa A. Schilling; and Gareth R. Jones (2017). <i>Strategic Management: Theory & Cases: An Integrated Approach</i> . 12th Edition.
3.	
4.	

Reference Book:

1.	Porter, M. E. (1980). <i>Competitive Strategy: Techniques for Analyzing Industries and Competitors</i> . New York: Free Press, 1980.
2.	Rumelt, R. P. (2011). <i>Good strategy, bad strategy: The difference and why it matters</i> . New York: Crown Business.
3.	