

20 BA311: STRATEGIC MANAGEMENT

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| Course Code | 20BA311 | Course Delivery | Class Room / Blended Mode |
| Credits | 04 | CIA Marks | 30 |
| No. of Lecture Hours / | 05 | Semester End Exam | 70 |
| Total Number of Lecture Hours | 75 | Total Marks | 100 |
| Year of Introduction :1987 | Year of Offering: 2018 | Year of Revision: NIL | Percentage of Revision:NIL |

Course Objective:

The course is designed to introduce students with key strategy concepts, concept of strategic management, and also aims to help students to understand its nature in competitive and institutional landscape. The course would enable the students to understand the principles of strategy formulation process, tools and techniques of strategic analysis and its application, strategic implementation and control, Key business issues/challenges/problems of business in light of dynamic business environment, and also assessing strategic performance of a firm.

Course Outcomes:

- CO-1 To develop the student's ability to think strategically and understand theoretical framework of Strategic Management.
- CO-2 To analyse the knowledge and abilities in formulating strategies and strategic plans.
- CO-3 To develop the ability to identify and evaluate strategic issues and design appropriate courses of action.
- CO-4 To implement strategic plans that takes into account the functional, behavioural and organizational issues.
- CO-5 To evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry, and cultural differences

Course Content

Unit I

Concept, Definition, Need, Objectives, and Importance of Strategic Management – Types of Strategies – Guidelines for Crafting Strategies – Basic Model of Strategic Management – Stages of Strategic Management – Strategy Formulation, Strategy Execution and strategy Evaluation and Control – Tailoring Strategies to Fit Specific Industry and Company Situations.(15 Hours)

Unit II

Strategic Analysis and Choice – Environmental Threat and Opportunity Profile (ETOP), Organizational Capability Profile – Strategic Advantage Profile – Value – Chain Approach – Corporate Level Analysis: BCG, GE Nine – Cell Matrix – Industry Level Analysis: Porters’ Five Forces – Concept of Strategic Business Units (SBUs). **(15 Hours)**

Unit III

Resource Allocation: Budgets, Organization Structure, Matching Structure and Strategy, and Behavioral issues – Leadership Style – Corporate culture – Values – Power – Social Responsibilities – Ethics – Functional Issues – Functional Plans and Policies – Michael Porter’s Generic Strategies – Stability Strategies-Defensive Strategies. **(15 Hours)**

Unit IV

Strategy Execution/Implementation: 7S Framework for Understanding Implementation Issues – The concept of Balanced Score Card – Triple Bottom Line Approach – Strategy Control – Purpose of Strategic Control, Strategic Control Process, Budgetary and Operational Control – Strategic Audit. **(15 Hours)**

Unit V

Expansion and Growth Strategies: Types of Expansion Strategies – Intensification Strategies – Market Penetration, Market Development and Product Development – Diversification Strategies – Vertically Integrated, Concentric and Conglomerate Diversification Strategies Growth Strategies – Mergers, Acquisitions, Joint Ventures, Strategic Alliances, and Collaborative Partnerships. **(15 Hours)**

Practical Component:

- Business Plan: Students should be asked to prepare a Business Plan and present it at the end of the semester. This should include the following:
 - Executive Summary
 - Overview of Business and industry analysis
 - Description of recommended strategy and justification
 - Broad functional objectives and Key Result Areas.
 - Spreadsheet with 5-year P&L, Balance Sheet, Cash Flow projections, with detailed worksheets for the revenue and expenses forecasts.
- Analyzing Mission and Vision statements of a few companies and comparing them

- Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc).
- Pick a successful growing company. Do a web-search of all news related to that company over a one-year period.
- Analyze the news items to understand and write down the company's strategy and execution efficiency.
- Pick a company that has performed very badly compared to its competitors. Collect information on why the company failed. What were the issues in strategy and execution that were responsible for the company's failure in the market? Analyze the internal and external factors.
- Map out GE 9-cell matrix and BCG matrix for some companies and compare them.
- Conduct SWOT analysis of your institution and validate it by discussing with faculty.
- Conduct SWOT analysis of companies around your campus by talking to them.

Reference Books:

- AzharKazmi, Strategic Management and Business Policy, 3rd Editin, 2010. Tata McGrawhill, Pvt. Ltd, New Delhi.
- Fred R David, Strategic Management: Concepts and Cases, Edition 2014, Phi Learning Pvt. Ltd- New Delhi.
- S.P. Rao & V Hari Krishna, Strategic Management Text & Cases, Excel Books.
- Vipin Gupta, Gollakota & Srinivasan, Business Policy and Strategic Management Concepts and Applications, 2nd Edition, 2007, Prentice Hall of India.

Course Focus: Employability / Skill Development.

**MODEL QUESTION PAPER
M.B.A. (REGULAR) DEGREE EXAMINATION
THIRD SEMESTER
20BA311 – STRATEGIC MANAGEMENT**

(2020-2021 Regulation Onwards)

Time: Three hours

Maximum Marks: 70

SECTION – A

1. Answer any Five of the Following Questions (5X4 =20 Marks)

- a) Outline the Basic Model of Strategic Management(CO1)(L2)
- b) What is the purpose of ETOP concept?(CO2) (L1)
- c) How to Allocation Resources? (CO3)(L1)
- d) Explain the concept Stability Strategies(CO4) (L2)
- e) Show the importance of Strategic Alliances (CO5)(L2)
- f) Illustrate the model of Balanced Score Card (CO4)(L2)
- g) Choose the Triple Bottom line Approach as a performance evaluation tool(CO4)(L1)
- h) Define Strategic Business Units (SBUs) (CO3)(L1)

SECTION B

Answer All Questions (5X8 = 40 Marks)

2. **a)** Define Strategic Management. Explain the objectives and Importance of Strategic Management (CO1) (L2)
- Or**
- b) Describe the Stages of Strategic Management(CO1) (L2)
3. **a)** Analyse the BCG matrix(CO2)(L4)
- Or**
- b) Examine the Porters' Five Forces Model (CO2) (L3)
4. **a)** Discuss the Behavioural issues in strategic implementation(CO3)(L5)
- Or**
- b) Identify the Michael Porter's Generic Strategies (CO3) (L3)
5. **a)** Explain the Intensification Strategies in detail.(CO4)(L3)
- Or**
- b) Classify the types of Growth Strategies. (CO4)(L3)
6. **a)** Apply the 7S Framework for Understanding Implementation of strategies(CO5)(L3)
- Or**
- b) Explain the Strategy Control Process (CO5) (L5)

SECTION – C
Case Study (Not Exceeding 300 Words)
(Compulsory) 1X10 = 10 Marks

Read the following case and answer the questions given at the end.

Maruti Suzuki India Limited (Maruti), India's largest car company by production and sales, was preparing to strengthen its export base in Africa. One of the first Indian automobile manufacturers to gain popularity in the overseas market, Maruti had been exporting cars to European markets since mid-1980s. However, with the changed dynamics between 2009 and 2012, the company had decided to target the African market to spread its geographic risk. By 2013, Africa had become Maruti's largest export destination, overtaking Europe. In fiscal 2012-13, Maruti's exports to Africa registered a 50% growth compared to the previous fiscal and contributed to 30% of the company's total exports. With many African countries trailing India's economic development by over two decades, analysts commented that Maruti's strategies in India since its inception in 1981 would help it achieve similar success in Africa. But it may or may not be possible to achieve with the same type of strategy.

Answer the Following:

1. Analyse the strategies adopted by Maruti in the international markets. (L3)
2. Assume if Maruti's strategies in Europe could be replicated in Africa.(L4)
Debate on how Maruti's experiences in India over the years would help it in Africa (L5)
3. As a strategist of the company would you follow the same strategy across all the countries of the globe. (L5)