



**PARVATHANENI BRAHMAYYA
SIDDHARTHA COLLEGE OF ARTS & SCIENCE**

Autonomous

Siddhartha Nagar, Vijayawada-520010

Re-accredited at 'A+' by the NAAC

22 BA 401: Strategic Management

Subject Code:	22 BA 401	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03
Course Focus	Employability	Entrepreneurship	Skill Development

Course Outcomes	
By the end of the course, students will be able to:	
CO1	Memorise the student's ability to think strategically and understand the theoretical framework of Strategic Management.
CO2	Understand the knowledge and abilities in formulating strategies and strategic plans.
CO3	Apply the ability to identify and evaluate strategic issues and design appropriate courses of action.
CO4	Analyse strategic plans that take into account functional, behavioural, and organizational issues.
CO5	Evaluate the challenges that managers face in implementing and controlling the strategies based on the nature of business, industry, and cultural differences.

Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (H-High, M-Medium, L-Low, 0-Nil)								
22BA401		PO1	PO2	PO3	PO4	PO5	PO6	PO7
	CO1	3						
	CO2		3					
	CO3				3		2	
	CO4			2				
	CO5						3	

Units	Syllabus	No of Hours
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. PO1,PSO1	15
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). PO2,PSO2	15
UNIT-III	Resource Allocation – Budgets, Organization Structure, Matching Structure and Strategy, and Behavioural 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.PO3, PO4 and PO7, PSO1	15
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. PO4,PSO2	15
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. PO6,PSO1	15
Case Study (Not Exceeding 300 words)		
Practical Component:		
<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> – 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, and Cash Flow projections, with detailed worksheets for the revenue and expenses forecasts. • Analyzing the 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 one year.
- 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 the GE 9-cell matrix and BCG matrix for some companies and compare them.
- Conduct a SWOT analysis of your institution and validate it by discussing it with faculty.
- Conduct a SWOT analysis of companies around your campus by talking to them.

Suggested Readings:

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



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**MODEL QUESTION PAPER
M.B.A. (REGULAR) DEGREE EXAMINATION
FOURTH SEMESTER
22 BA 401: Strategic Management**

Duration: 3hours

Max. Marks: 70

Note:

1. This question paper contains three Sections- **Section- A Section -B and Section -C.**
2. **Section -A** contains 5 short answer questions with an internal choice. Answer any **ALL** questions. Each question carries 4 Marks.
3. **Section -B** contains 5 Essay questions with an internal choice from each unit. Each question carries 8 Marks.
4. **Section -C** contains one Case Study for 10 Marks. (Compulsory)
5. All **Sections** of the Question paper must be answered in one place.

SECTION-A

Answer the following Questions

5 x 4= 20 Marks

		Bloo m's Level	CO	Max Marks
1	a) Outline the Basic Model of Strategic Management	L2	CO1	4M
	(OR)			
2	b) Show the Types of Strategies	L2	CO	4M
	a) Demonstrate the ETOP Analysis	L2	CO	4M
3	(OR)			
	b) Illustrate the SWOT Analysis	L2	CO	4M
4	a) How to Allocation Resources?	L2	CO	4M
	(OR)			
5	b) Relate Strategy with Structure	L2	CO	4M
	a) Explain the concept of Strategic Implementation	L2	CO	4M
5	(OR)			
	b) Summarise the Triple Bottom Line Approach	L2	CO	4M
5	a) Explain the concept Strategic Alliances	L2	CO	4M
	(OR)			

b)	Outline the importance of Conglomerate Diversification Strategy	L2	CO	4M
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SECTION -B

Answer the following Questions

5 X 8=40 Marks

			Bloom's level	CO	Max. Marks
UNIT-I					
6	(a)	Define Strategic Management. Identify the objectives and Importance of Strategic Management	L3	CO1	8 M
	(OR)				
	(b)	Demonstrate the Stages of Strategic Management	L3	CO1	8 M
UNIT-II					
7	(a)	Apply the BCG matrix	L3	CO2	8 M
	(OR)				
	(b)	Build the Porters' Five Forces Model	L3	CO2	8 M
UNIT-III					
8	(a)	Analyse the Behavioural issues in strategic implementation	L4	CO3	8 M
	(OR)				
	(b)	Examine the Michael Porter's Generic Strategies	L4	CO3	8 M
UNIT-IV					
9	(a)	Explain the Intensification Strategies in detail	L3	CO4	8 M
	(b)	Identify types of Growth Strategies	L3	CO4	8 M
UNIT-V					
10	(a)	Implement the 7S Framework for Understanding execution of strategies	L3	CO5	8 M
	(OR)				
	(b)	Develop the Strategy Control Process	L3	CO5	8 M

PART-C

Answer the following Question.

1X10=10 Marks

			Blooms level	CO	Max Marks
CASE STUDY					
11					10 M
	11. 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. (L4)
2. Assume that Maruti's strategies in Europe could be replicated in Africa. (L4)
3. Decide on how Maruti's experiences in India over the years would help it in Africa (L5)
4. Assess as a strategist of the company would you follow the same strategy across all the countries of the globe. (L5)