

<b>Course Name</b>	<b>Strategic Management (GM 407C)</b>
<b>Term</b>	<b>MBA-IV</b>

### Course Objectives

This compulsory course aims to impart skills and knowledge to enable the student to understand the concept of strategy and strategic management process, to develop skills in identifying, analyzing, and solving problems through a variety of corporate face in the real business world.

### Learning Outcomes

Conceptual understanding	<ul style="list-style-type: none"> <li>• The potential of data for gaining actionable insights that help in formulating strategies</li> <li>• The various possible strategic options for management practitioners</li> <li>• Various perspectives to be considered in strategy formulation</li> </ul>
Intellectual and Research Skills	<ul style="list-style-type: none"> <li>• In deciding the nature of information required to gain insights into problems faced by managers</li> <li>• Make informed decisions on how to analyze an information and other issues involved</li> <li>• How to engage in intuitive thinking to examine implications of actions taken</li> </ul>
Generic Skills	<ul style="list-style-type: none"> <li>• Manage tasks effectively in the context of individual study with a strategic approach</li> <li>• Understand managerial issues more critically and to apply insights in more creative manner</li> <li>• Helps in improving interpersonal skills of efficiently communicating conceptual aspects in a more convincing manner</li> </ul>
Attitude	<ul style="list-style-type: none"> <li>• Better confidence in offering value-added comments in managerial discussions</li> <li>• Collaborative skills improvement</li> <li>• New orientation to thought process</li> </ul>

### Course Pedagogy

The pedagogy for this course would comprise of lectures, group presentations, class activities and discussions. Entire class will be divided into groups of three students each for group activities and presentations.

### Session Plan

Session	Topics	Pre-Reading
1,2	Introduction to Strategic Management – Concept of Strategy, Process of Strategy, Strategic Framework, Vision, Mission, Objectives and Goals.	<a href="https://www.youtube.com/watch?v=CHDbnI2k55c">https://www.youtube.com/watch?v=CHDbnI2k55c</a> <a href="https://www.youtube.com/watch?v=EvvnoNAUPS0">https://www.youtube.com/watch?v=EvvnoNAUPS0</a> <a href="https://www.youtube.com/watch?v=VJUjzT=-HUk&amp;list=PLKjN_D2bxY4Rwags3vAXdFoeS2LcqWFPo">https://www.youtube.com/watch?v=VJUjzT=-HUk&amp;list=PLKjN_D2bxY4Rwags3vAXdFoeS2LcqWFPo</a>

2,4, 5,6,	Strategic Analysis –Environmental Analysis, Competitive forces, Internal analysis.	Punjabi, N. M. Dr. CK Prahalad’s contribution to Academics–A Selective review of his scholarly work. Case-1,
7,8,9,10	Generic strategies – Cost leadership, Differentiation, Focus.	Schwaninger, M. (1987). A practical approach to strategy development. <i>Long Range Planning</i> , 20(5), 74-85. Case-2
11,12	Corporate level strategies- Stability strategies, Expansion strategies – Intensification, Integration,	Eisenhardt, K. M., & Sull, D. N. (2001). Strategy as simple rules. <i>Harvard business review</i> , 79(1), 106-119. Case-3
13,14	International expansion, Diversification strategies, Merger, Acquisitions, Strategic alliance, Turnaround strategies	Ferreira, M. P., Santos, J. C., de Almeida, M. I. R., & Reis, N. R. (2014). Mergers & acquisitions research: A bibliometric study of top strategy and international business journals, 1980–2010. <i>Journal of Business Research</i> , 67(12), 2550-2558. Case-4
15,16	Implementation and Control – Leadership in Strategic Management;	Westley, F., & Mintzberg, H. (1989). Visionary leadership and strategic management. <i>Strategic management journal</i> , 10(S1), 17-32. Case-5
17,18	Portfolio Analysis, BCG Matrix, GEC Model, etc,	Proctor, R. A., & Kitchen, P. J. (1990). Strategic planning: An overview of product portfolio models. <i>Marketing Intelligence &amp; Planning</i> , 8(7), 4-10. Morrison, A., & Wensley, R. (1991). Boxing up or boxed in?: A short history of the Boston Consulting Group share/growth matrix. <i>Journal of Marketing Management</i> , 7(2), 105-129.
20,21	Innovation and Creativity, Knowledge Management	Hamel, G. (2008). The future of management. <i>Human Resource Management International Digest</i> , 16(6).
22,23,24	Corporate Social Responsibility, Ethics and Values, Philanthropy	Luo, X., & Bhattacharya, C. B. (2006). Corporate social responsibility, customer satisfaction, and market value. <i>Journal of marketing</i> , 70(4), 1-18.

### 1. Term paper (Group)

This term paper exercise is designed to study the strategic focus of company of your choice. You are to study a company directly, that is, by personally interviewing one or more key executives (for example, the regional sales manager). This will be a group project. You will select a company for your study according to several criteria like your personal interest, convenience, have reference or availability of supplementary to analyse the company. The term paper should examine some of the conceptual foundations in strategic management or should try to inform some of the novel practices in strategy implementation. Papers on conceptual thought regarding strategy formulation emerging management challenges are also welcome. The format should be as follows

- i. Preliminaries
  - a. Title Page
  - b. Abstract (less than 300 words)
- ii. Text (max. 5000 words)
  - a. Introduction
  - b. Main Body (Divided into Sections)
  - c. Conclusion

iii. References

The text should be as follows

**1.1 Introduction**

An introduction should be an interesting opening to show the main theme and specific topics of your paper. An introduction usually forms through:

1. A concise and complete statement of your research question or the general purpose of your term paper.
2. A brief about the company or industry of focus
3. A justification for your study (the significance) and objectives
4. The research problem under investigation or a potential problem the study will address
5. A preview of the organization of the paper

**1.2. Main Body (Sections)**

Since the topics of term papers are so diverse, it is impossible to give specific indications of how to write the main body of a term paper. But, the general rule is that you must organize your presentation in a logical framework with a clear conceptual linkage among sections and give every point with substantial support from concrete source.

1. A background to your research question and a review of the relevant literatures on it (literature review)
2. A theory that is useful to address the problem handled
3. A brief statement of the sources of data, the procedure or methods of analysis (methodology)

**1.3. Conclusion**

A conclusion should provide a firm ending of what you have discussed in the paper and, preferably, further to reach a judgment, to endorse one side of an issue, or to offer directives. A good conclusion usually contains:

1. a recapitulation of the main findings or main themes
2. Statements about the specific values or alternative insights of your paper for understanding the subject matter
3. Indications of the important relevance to the current circumstance or future possibility
4. Suggestions for policy in points to your findings

**(A write up on how to write term paper is provided in course folder)**

Submission-Before 15th session.

**2. Developing a Creative Idea (Individual)**

In this activity, you are asked to develop a creative idea to for better management efficiency. The idea can be purely intuitive, but should be logically developed. You need to submit a 1000 words write-up about this idea mentioning about the areas in management to be benefited by the idea you suggested.

Submission –Before 20<sup>th</sup> session

**Rescheduling of class presentation/ assignment submission will not be entertained.**