



Kot Bhalwal, Jammu



Model Institute of Engineering
& Technology (Autonomous)
Course Handout

COURSE HANDOUT

STRATEGIC MANAGEMENT (MBA-201)

MBA-2ND SEMESTER

ACADEMIC YEAR (2023-24)

Dr Parul Sharma

Associate Professor

School of Management



School of Management

Model Institute of Engineering & Technology (Autonomous)

Kot Bhalwal, Jammu - 181122

www.mietjmu.in



Dr. Arun K. Gupta Teaching-Learning Centre

Version 1.1



Please Do Not Print Unless Necessary



Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
							Sessional	Final Exam	Total
MBA-201	Strategic Management	Core	4	4	0	0	30	70	100

COURSE OUTCOMES

At the end of the course the student will be able to:	
CO1	Understand various perspectives and concepts in the field of Strategic Management
CO2	Analyze the competitive situation and strategic dilemma in dealing with dynamic global business environments
CO3	Develop knowledge in strategy formulation and implementation in organizations
CO4	Articulate the knowledge of strategic evaluation and control.
CO5	Apply strategic management concepts in solving case studies

Unit-I

Concept of Strategy: Strategic Decision Making, Strategic Management Process. Difference between Policy, Strategy and Tactics. Strategic Intent, Vision, Mission, Goals. and Objectives. Environmental Scanning: Factors, Approaches, Methods, Environmental Appraisal. Internal Analysis / Organizational Appraisal.

(10 Hours)

Unit-II

Corporate Level Strategies: Expansion, Stability, Retrenchment, Combination; Business Level Strategies; Strategic Analysis and Choice; Corporate Portfolio Analysis- SWOT Analysis, BCG Matrix, GE Nine Cell Matrix

(8 Hours)

Unit-III

Strategy Implementation: Procedural implementation, Structural implementation, Structure and strategy Organizational Design and Change, Behavioral implementation, Corporate Politics and Power in Strategic Management, Corporate Ethics and Personal Values for Strategic Management.

(12 Hours)

Unit-IV

Strategic Evaluation and Control: Strategy Review, Strategic Evaluation and Control; Contemporary Issues in Strategic Management: Balanced Scorecard and Blue Ocean Strategy.

(10 Hours)

Unit-V

Case Study Analysis: Applying Strategic Management through the Case Method on the topic related to Strategic Management for Sustainability, Environmental Scanning and Organizational Scanning, Corporate and Business level Strategies and Contemporary issues in Strategic Management

(8 Hours)

Textbooks

S.No	Name of the Books	Name of the Author	Publisher Name	Edition (Pub.Yr.)
1	Strategic Management and Business Policy	Azhar Kazmi	Tata McGraw Hill	4th (2015)
2.	Strategic Management	Charles WL Hill and Gareth R Jones	Cengage Learning	11th (2012)

Reference Books

S.No	Name of the Books	Name of the Author	Publisher Name	Edition (Pub.Yr.)
1	Strategic Management and Business Policy	Singh, Dharam Bir	Kojent Learning Solutions	9th (2016)



COURSE PLAN		
Unit-I Concept of Strategy		
S.No	Topics	Recommended Books
1	Strategic Decision Making	Book 1, Ch.1
2	Strategic Management Process	https://www.stratadecision.com/blog/strategic-management-process-what-is-it/
3	Difference between Policy, Strategy and Tactics	Book 1, Ch.1
4	Strategic Intent: Vision, Mission, Goals. and Objectives	Book 1, Ch.2 https://theintactone.com/2018/12/23/sm-u1-topic-6-strategic-intent-vision-mission-business-definition-goals-and-objectives/
5	Environmental Scanning: Factors, Approaches, Methods	Book 1, Ch.2
6	Environmental Appraisal	Book 1, Ch.2
7	Internal Analysis / Organizational Appraisal	Book 1, Ch.2
Unit-II Corporate Level Strategy		
8	Corporate Level Strategy: Expansion, Stability	Book 1, Ch.2
9	Corporate Level Strategy: Retrenchment, Combination	Book 1, Ch.2
10	Business Level Strategies	https://strategyjourney.com/business-level-strategies-what-are-they-how-to-use-it/
11	Strategic Analysis	Book 1, Ch.2
12	Strategic Choice	Book 1, Ch.2
13	Corporate Portfolio Analysis: SWOT	https://corporatefinanceinstitute.com/resources/management/swot-analysis/
14	Corporate Portfolio Analysis: BCG Matrix	https://www.bcg.com/about/overview/our-history/growth-share-matrix
15	Corporate Portfolio Analysis: GE Nine Cell Matrix	https://www.cascade.app/blog/ge-matrix
Unit-III Strategy Implementation		
16	Procedural implementation	https://gurunanakcollege.edu.in/files/commerce-management/strategic-management-unit-5.pdf
17	Structural implementation	Book 1, Ch.3
18	Structure and strategy	Book 1, Ch.3
19	Organizational Design and Change	Book 1, Ch.3
20	Behavioral implementation	https://egyankosh.ac.in/bitstream/123456789/83376/1/Unit-10.pdf
21	Corporate Politics and Power in Strategic Management	Book 1, Ch.3
22	Corporate Ethics and Personal Values for Strategic Management	
Unit-IV Strategic Evaluation and Control		



23	Strategy Review	Book 3, Ch.12
24	Strategic Evaluation and Control	Book 3, Ch.12
25	Contemporary Issues in Strategic Management: Balanced Scorecard	https://www.digitalarchives.wa.gov/governorlocke/improve/quality/tools/BSC%20Washington.pdf
26	Contemporary Issues in Strategic Management: Blue Ocean Strategy	https://www.researchgate.net/publication/320863700_Blue_Ocean_Strategy
Unit-V Case Study Analysis		
28	Unilever's Lifebuoy in India: Implementing the Sustainability Plan	https://hbsp.harvard.edu/coursepacks/1147119
29	Wal-Mart Update, 2017	-do-
30	Emirates Airline: Connecting the Unconnected	-do-
31	Apple's Future: Apple Watch, Apple TV, and/or Apple Car?	-do-
32	Amazon in Emerging Markets	-do-
33	Netflix: International Expansion	-do-
34	Dr. Reddy's Laboratories: Entry in German Market	-do-

ADDITIONAL WEB RESOURCES

1.	Course Pack on Strategic Management created on Harvard Business Publishing https://hbsp.harvard.edu/coursepacks/1147119
2.	NPTEL: Video lectures on Strategic Management Lecture series by Prof. R. Srinivasan Department of Management, IISc Bangalore https://archive.nptel.ac.in/courses/110/108/110108047/

GRADING AND ASSESSMENT

- **Sessional Test:** 15 marks
- **Assignment:** 10 marks
- **Attendance:** 5 marks
- **Final Examination:** 70 marks

COURSE POLICIES

- **Attendance:** Minimum 75% attendance is mandatory to appear in the final examination of the course.
- **Academic Integrity:** MIET's academic integrity policies apply. Plagiarism will not be tolerated.
- **Late Submissions:** Assignments and projects must be submitted by the specified timelines.

FACULTY INFORMATION

- **Office Hours**
Tuesday (12:05 PM - 12:55 PM)
Thursday (12:05 PM - 12:55 PM)
- **Contact Information**
parul.mba@mietjammu.in

