



Model Institute of Engineering  
& Technology (Autonomous)  
Course Handout

Kot Bhalwal, Jammu

## COURSE HANDOUT

STRATEGIC MANAGEMENT (BCMMI 405 A)

BCOM (H)-4<sup>TH</sup> SEMESTER

ACADEMIC YEAR (2023-24)

**Ms. Mannat Puri**

Assistant Professor

BACHELOR OF COMMERCE (BCOM )



UG -School of Management

Model Institute of Engineering & Technology (Autonomous)

Kot Bhalwal, Jammu - 181122

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Dr. Arun K. Gupta Teaching-Learning Centre

Version 1.1



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Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
							Sessional	Final Exam	Total
BCMMI 405 A	Development Economics	Minor	4	5	0	0	40	60	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	Interpret external factors affecting the business environment.
CO3	Analyze internal capabilities of business.
CO4	Evaluate various types of strategies.
CO5	Apply strategic management concepts in solving case studies.

**Unit I: Introduction to Strategic Management:** Strategic Management: Meaning, evolution, and model of strategic management process. Schools of thought on strategy formation Strategic decision making: concept and issues. **(09 Hrs)**

**Unit II: External Analysis:** Nature of external audit, Key external factors affecting businesses, SWOT analysis, The Industrial-Organizational View, Competitive Analysis: Porter’s Five Forces Model, External Factor Evaluation Matrix.Competitive profile matrix . **(10 Hrs)**

**Section B**

**Unit III: The Internal Assessment:** Nature of internal analysis, Key internal forces, Internal Factor Evaluation Matrix,VRIO, Value Chain Analysis, Resource Based Review, Quantitative Analysis, Qualitative Analysis, Benchmarking,Industry Norms, and Key Factor rating. **(10 Hrs)**

**Unit IV: Strategies in Action:** Long-term objectives: nature of long-term objectives, financial vs strategic objectives.Types of strategies: integration, diversification and defensive strategies with case study. Porter’s generic business strategies. **(10 Hrs)**

**Unit V: Strategic Evaluation:** Strategic Evaluation: Nature and process. Rumelt’s criteria forevaluating strategies.Characteristics of an effective evaluation system. Balanced scorecard for evaluating strategies, Role of auditing in strategic evaluation, Twenty first century issue in strategic management. **(09 Hrs)**

**Textbooks**

S.No	Name of the Books	Name of the Author	Publisher Name	Edition (Pub.Yr.)
1	Strategic Management: Concept and cases	Fred R David Prentice Hall 14th (2013)	Prentice Hall	14th (2013)
2.	Strategic Management	Azhar Kazmi, Adela	McGraw Hill Education	4th (2015)





Reference Books

S.No	Name of the Books	Name of the Author	Publisher Name	Edition (Pub.Yr.)
1	Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability	Thomas L. Wheelen, J. David Hunger, Alan N. Hoffman Charles E. Bamford Purva Kansal	Pearson Publication	15th (2015)

Unit No.	Topic	Content	No. of Classes required	Evaluation Technique	Teaching AID	Resource/Link
Unit-I	Introduction to Strategic Management	Strategic Management - Concept	01	Quiz & Sessional Exam	Chalk & Talk	<a href="https://www.investopedia.com/terms/s/strategic-management.asp">https://www.investopedia.com/terms/s/strategic-management.asp</a>
		Strategic Management – Meaning and Evolution	02	Quiz & Sessional Exam	Chalk & Talk	<a href="https://www.elsevier.es/en-revista-brq-business-research-quarterly-424-articulo-the-evolution-strategic-management-research-S2340943614000188#:~:text=Strategic%20management%20is%20a%20you%20thful,%20and%20Andrews%20(1971)">https://www.elsevier.es/en-revista-brq-business-research-quarterly-424-articulo-the-evolution-strategic-management-research-S2340943614000188#:~:text=Strategic%20management%20is%20a%20you%20thful,%20and%20Andrews%20(1971)</a>
		model of strategic management process	02	Quiz & Sessional Exam	Chalk & Talk	<a href="https://harappa.education/harappa-diaries/models-of-strategic-management/">https://harappa.education/harappa-diaries/models-of-strategic-management/</a>
		Schools of thought on strategy formation	03	Quiz & Sessional Exam	Chalk & Talk	<a href="http://www.ijlera.com/papers/v2-i1/4.201701008.pdf">http://www.ijlera.com/papers/v2-i1/4.201701008.pdf</a>
		Strategic decision making	01	Quiz & Sessional Exam	Chalk & Talk	<a href="https://study.com/academy/lesson/what-is-strategic-decision-making-definition-management.html">https://study.com/academy/lesson/what-is-strategic-decision-making-definition-management.html</a>



		Issues in strategic decision making	01	Quiz & Sessional Exam	Chalk & Talk	<a href="https://study.com/academy/lesson/what-is-strategic-decision-making-definition-management.html">https://study.com/academy/lesson/what-is-strategic-decision-making-definition-management.html</a>
Unit-II	External Analysis	Nature of external audit, Key external factors affecting businesses.	03	Quiz & Sessional Exam	Chalk & Talk	<a href="https://www.wallstreetmojo.com/external-audit/">https://www.wallstreetmojo.com/external-audit/</a>
		SWOT Analysis	01	Quiz & Sessional Exam	Chalk & Talk	<a href="https://www.investopedia.com/terms/s/swot.asp">https://www.investopedia.com/terms/s/swot.asp</a>
		The Industrial-Organizational View, Competitive Analysis: Porter's Five Forces Model,	04	Quiz & Sessional Exam	Chalk and Talk	<a href="https://www.investopedia.com/terms/p/porter.asp">https://www.investopedia.com/terms/p/porter.asp</a>
		Factor Evaluation Matrix, Competitive profile matrix	02	Quiz & Sessional Exam	Chalk and Talk	<a href="https://www.mbaknol.com/strategic-management/internal-factor-evaluation-ife-matrix/">https://www.mbaknol.com/strategic-management/internal-factor-evaluation-ife-matrix/</a>
Unit-III	The Internal Assessment	Nature of internal analysis, Key internal forces,	02		Chalk and Talk NPTEL Lecture	<a href="https://www.questionpro.com/blog/internal-analysis/#:~:text=An%20internal%20analysis%20is%20a,and%20weakness%20of%20your%20organization.">https://www.questionpro.com/blog/internal-analysis/#:~:text=An%20internal%20analysis%20is%20a,and%20weakness%20of%20your%20organization.</a>
		Internal Factor Evaluation Matrix, VRIO,	02		Chalk and Talk	<a href="https://www.clearpointstrategy.com/blog/vrio-framework">https://www.clearpointstrategy.com/blog/vrio-framework</a>
		Value Chain Analysis, Resource Based Review,	02		Chalk & Talk	<a href="https://online.hbs.edu/blog/post/what-is-value-chain-analysis">https://online.hbs.edu/blog/post/what-is-value-chain-analysis</a>
		Quantitative Analysis, Qualitative	02		Chalk and Talk	<a href="https://online.hbs.edu/blog/post/what-is-value-chain-analysis">https://online.hbs.edu/blog/post/what-is-value-chain-analysis</a>





Evaluation	Nature and process.			talk	<a href="#">gy-evaluation</a>
	Rumelt's criteria for evaluating strategies.	01		Chalk and talk	<a href="https://ivypanda.com/essays/rumelts-criteria-for-strategy-evaluation/">https://ivypanda.com/essays/rumelts-criteria-for-strategy-evaluation/</a>
	Characteristics of an effective evaluation system.	02		Chalk and talk	<a href="https://www.scribd.com/doc/57122991/Characteristics-of-an-Effective-Evaluation-System">https://www.scribd.com/doc/57122991/Characteristics-of-an-Effective-Evaluation-System</a>
	Balanced scorecard for evaluating strategies, Role of auditing in strategic evaluation,	03		Chalk and talk	<a href="https://www.investopedia.com/terms/b/balancedscorecard.asp">https://www.investopedia.com/terms/b/balancedscorecard.asp</a>
	Twenty first century issues in strategic management.	01		Chalk and talk	<a href="https://bizfluent.com/list-7605927-three-century-challenges-strategic-management.html">https://bizfluent.com/list-7605927-three-century-challenges-strategic-management.html</a>

#### ADDITIONAL WEB RESOURCES

1.	<a href="https://www.coursera.org/learn/strategic-management">https://www.coursera.org/learn/strategic-management</a>
2.	<a href="https://archive.nptel.ac.in/courses/110/108/110108047/">https://archive.nptel.ac.in/courses/110/108/110108047/</a>

#### GRADING AND ASSESSMENT

- **Sessional Test:** 20 marks
- **Assignment:** 10 marks
- **Attendance:** 10 marks
- **Final Examination:** 60 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**  
Monday (12:55 PM - 01:45 PM)  
Friday (12:55 PM - 01:45 PM)
- **Contact Information**  
Mannat.bba@mietjammu.in