



Model Institute of Engineering  
& Technology (Autonomous)  
Course Handout

Kot Bhalwal, Jammu

## COURSE HANDOUT

STRATEGIC MANAGEMENT (MBA-201)

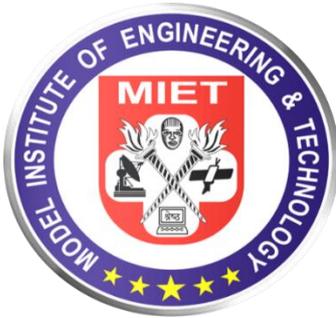
MBA-2<sup>ND</sup> SEMESTER

ACADEMIC YEAR (2024-25)

**Dr Parul Sharma**

Associate Professor

School of Management



School of Management

Model Institute of Engineering & Technology (Autonomous)

Kot Bhalwal, Jammu - 181122

[www.mietjmu.in](http://www.mietjmu.in)



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
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	<a href="https://www.stratadecision.com/blog/strategic-management-process-what-is-it/">https://www.stratadecision.com/blog/strategic-management-process-what-is-it/</a>
3	Difference between Policy, Strategy and Tactics	Book 1, Ch.1
4	Strategic Intent: Vision, Mission, Goals. and Objectives	Book 1, Ch.2 <a href="https://theintactone.com/2018/12/23/sm-u1-topic-6-strategic-intent-vision-mission-business-definition-goals-and-objectives/">https://theintactone.com/2018/12/23/sm-u1-topic-6-strategic-intent-vision-mission-business-definition-goals-and-objectives/</a>
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	<a href="https://strategyjourney.com/business-level-strategies-what-are-they-how-to-use-it/">https://strategyjourney.com/business-level-strategies-what-are-they-how-to-use-it/</a>
11	Strategic Analysis	Book 1, Ch.2
12	Strategic Choice	Book 1, Ch.2
13	Corporate Portfolio Analysis: SWOT	<a href="https://corporatefinanceinstitute.com/resources/management/swot-analysis/">https://corporatefinanceinstitute.com/resources/management/swot-analysis/</a>
14	Corporate Portfolio Analysis: BCG Matrix	<a href="https://www.bcg.com/about/overview/our-history/growth-share-matrix">https://www.bcg.com/about/overview/our-history/growth-share-matrix</a>
15	Corporate Portfolio Analysis: GE Nine Cell Matrix	<a href="https://www.cascade.app/blog/ge-matrix">https://www.cascade.app/blog/ge-matrix</a>
Unit-III Strategy Implementation		
16	Procedural implementation	<a href="https://gurunanakcollege.edu.in/files/commerce-management/strategic-management-unit-5.pdf">https://gurunanakcollege.edu.in/files/commerce-management/strategic-management-unit-5.pdf</a>
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	<a href="https://egyankosh.ac.in/bitstream/123456789/83376/1/Unit-10.pdf">https://egyankosh.ac.in/bitstream/123456789/83376/1/Unit-10.pdf</a>
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	<a href="https://www.digitalarchives.wa.gov/governorlocke/improve/quality/tools/BSC%20Washington.pdf">https://www.digitalarchives.wa.gov/governorlocke/improve/quality/tools/BSC%20Washington.pdf</a>
26	Contemporary Issues in Strategic Management: Blue Ocean Strategy	<a href="https://www.researchgate.net/publication/320863700_Blue_Ocean_Strategy">https://www.researchgate.net/publication/320863700_Blue_Ocean_Strategy</a>
<b>Unit-V Case Study Analysis</b>		
28	Unilever's Lifebuoy in India: Implementing the Sustainability Plan	<a href="https://hbsp.harvard.edu/coursepacks/1147119">https://hbsp.harvard.edu/coursepacks/1147119</a>
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 <a href="https://hbsp.harvard.edu/coursepacks/1262232">https://hbsp.harvard.edu/coursepacks/1262232</a>
2.	NPTEL: Video lectures on Strategic Management Lecture series by Prof. R. Srinivasan Department of Management, IISc Bangalore <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:** 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](mailto:parul.mba@mietjammu.in)

