



Kot Bhalwal, Jammu



Model Institute of Engineering
& Technology (Autonomous)
Course Handout

COURSE HANDOUT

STRATEGIC MANAGEMENT [BCMMI-405 (A)]

B.COM (H) – 4th Semester

ACADEMIC YEAR (2024-2025)

Dr. Paramdeep Kour

Assistant Professor

UG-School of Management



IET
FUTURE BEGINS HERE....

UG-School of Management
Model Institute of Engineering and Technology (Autonomous)
Kot Bhalwal, Jammu-181122

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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	Max. Marks
BCMMI-405(A)	Strategic Management	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 the internal capabilities of businesses
CO4	Evaluate various types of strategies
CO5	Apply strategic management concepts in solving case studies

Detailed Syllabus

Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
							Sessional	Final Exam	Total
BCMMI-405(A)	Strategic Management	Minor	4	5	0	0	40	60	100

Section A

Unit I: 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. (09Hrs)

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 (10Hrs)

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)

Section B

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: Unit V: Strategic Evaluation: Strategic Evaluation: Nature and process. Rumelt's criteria for evaluating 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. (09Hrs)

Textbooks:

S. No.	Name of the Books	Author	Publisher	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	4 th (2015)

Reference Book:

S. No.	Name of the Books	Author	Publisher	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	15th (2015)

COURSE PLAN

Unit- 1 Introduction to Strategic Management

S. No.	Content	Recommended Books
1	Strategic Management -Concept	Book 1, Ch.1 https://www.investopedia.com/terms/s/strategic-management.asp
2	Strategic Management – Meaning and Evolution	Book 1, Ch.1 https://www.elsevier.es/en-revista-brq-business-research-quarterly-424-articulo-the-evolution-strategic-management-researchS2340943614000188#:~:text=Strategic%20manageme nt%20is%20a%20youthful,%20and%20Andrews%20(1971
3	Model of strategic management process	Book 2, Ch.2 https://harappa.education/harappa-diaries/models-of-strategic-management/
4	Schools of thought on strategy formation	Book 2, Ch.1 http://www.ijlera.com/papers/v2-i1/4.201701008.pdf
5	Strategic decision making and Issues in strategic decision making.	Book 1, Ch.3 https://study.com/academy/lesson/what-is-strategic-decision-making-definition-management.html

Unit-II External Analysis

6	SWOT Analysis	Book 2, Ch.3 https://www.investopedia.com/terms/s/swot.asp
7	The Industrial-Organizational View,	Book 2, Ch.2
8	Competitive Analysis: Porter's Five Forces Model	Book 2, Ch.2 https://www.investopedia.com/terms/p/porter.asp
9	Factor Evaluation Matrix	Book 2, Ch.4 https://www.mbaknol.com/strategic-management/internal-factor-evaluation-ife-

10	Competitive profile matrix	Book 2, Ch. 4
Unit-III The Internal Assessment		
11	Nature of internal analysis, Key internal forces	Book 2, Ch.1 https://www.questionpro.com/blog/internal-analysis/#:~:text=An%20internal%20analysis%20is%20a,and%20weaknesses%20of%20your%20organization.
12	Internal Factor Evaluation Matrix, VRIO	Book 1, Ch.6 https://www.clearpointstrategy.com/blog/vrio-framework
13	Value Chain Analysis,	https://online.hbs.edu/blog/post/what-is-value-chain-analysis Book 3, Ch.1 https://online.hbs.edu/blog/post/what-is-value-chain-analysis
14	Resource Based Review	Book 2, Ch.11
15	Quantitative Analysis	Book 2, Ch. 13
16	Qualitative Analysis	Book 2, Ch. 14 https://www.shiftcomm.com/insights/understanding-qualitative-quantitative-analysis/
17	Benchmarking Industry norms	Book 2, Ch.16
18	Key factor rating	https://www.bms.co.in/what-do-you-mean-by-key-factor-analysis
Unit-4 Strategies in Action		
19	Long-term objectives: nature of long-term objectives, financial vs strategic objectives.	Book 1, Ch.4 https://www.indeed.com/career-advice/career-development/integration-in-business
20	Types of strategies: integration, diversification and defensive strategies with case study.	Book 3, Ch.1 https://www.indeed.com/career-advice/career-development/integration-in-business https://www.indeed.com/career-advice/career-development/integration-in-business
Unit-V Strategic Evaluation		
21	Strategic Evaluation: Nature and process.	Book1, Ch.1 https://www.cascade.app/blog/strategy-evaluation
22	Rumelt's criteria for evaluating strategies	https://ivypanda.com/essays/rumelts-criteria-for-strategy-evaluation/
23	Characteristics of an effective evaluation system	Book 3, Ch.7 https://www.bmd.com/doc/57122991/Characteristics-of-an-Effective-Evaluation-System https://www.bmd.com/doc/57122991/Characteristics-of-an-Effective-Evaluation-System



24	Balanced scorecard for evaluating strategies,	https://www.investopedia.com/terms/b/balancedscorecard.asp
25	Role of auditing in strategic evaluation,	Book 2, Ch19
26	Twenty first century issues in strategic management.	https://bizfluent.com/list-7605927-three-century-challenges-strategic-management.html

ADDITIONAL WEB RESOURCES

1.	Course era: https://www.coursera.org/specializations/strategic-management
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GRADING AND ASSESSMENT

- **Sessional Test:** 20 marks
- **Assignment:** 10 Marks
- **Attendance:** 10 Marks
- **Final Examination:** 60 Marks

COURSE POLICIES

- **Attendance:** Minimum 75% of 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 Submission:** Assignments and projects must be submitted by the specified timeline.

FACULTY INFORMATION

- **Office Hours**
Monday (2:35PM-3:35PM)
Friday (2:35PM-3:35PM)

- **Contact Information**

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