



Kot Bhalwal, Jammu



Model Institute of Engineering  
& Technology (Autonomous)  
Dr. Arun K. Gupta Teaching-Learning Centre

## Department of MBA

### Details of Lesson Plan

S.No.	Particulars	Details
1.	Course Name	Strategic Management
2.	Course Code	MBA-201
3.	Academic Year	2024-2025
4.	Semester	2 <sup>nd</sup>
5.	Number of Lesson plans	40
6.	Faculty Assigned	Dr. Parul Sharma

Faculty Signature



<b>Lesson Plan No. 0</b>	<b>Course Name: Strategic Management</b> <b>Topic: Introduction</b>	<b>Course No.: MBA-201</b>
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<b>Objectives</b>	At the end of the lesson the student shall be able to: <ul style="list-style-type: none"> <li>a. Define the concept and significance of Strategic Management in organizations.</li> <li>b. Explain the various levels of strategy (Corporate, Business, and Functional).</li> <li>c. Analyze the impact of strategic decision-making on an organization's competitive advantage.</li> <li>d. Evaluate real-world strategic management cases to understand practical applications.</li> </ul>
<b>Teaching Aids (if any)</b>	<ul style="list-style-type: none"> <li>a. PowerPoint Presentation</li> <li>b. Case Studies</li> <li>c. Video Clips</li> </ul>
<b>Why Strategic Management???</b>	<p><b>"Why do some companies succeed while others fail?"</b></p> <p>Strategic Management helps organizations adapt to a changing business environment and sustain competitive advantage.</p> <p>It enables managers to make informed decisions, allocate resources effectively, and drive long-term growth.</p> <p>Companies like Apple, Amazon, and Tesla have achieved success through well-crafted strategies that differentiate them from competitors.</p> <p>Understanding strategy allows future leaders to foresee market trends, assess risks, and create value for stakeholders.</p>
<b>Open-Ended Questions</b>	<p>How does strategic management influence an organization's long-term success?</p> <p>Can you think of a company that has benefited from a strong strategic plan? Why?</p> <p>What are the risks of not having a clear strategic direction?</p>
<b>Videos to be watched</b>	<p>"What is Strategic Management?" (Harvard Business Review)</p> <p>"How Companies Create Competitive Advantage" (TED Talk)</p>
<b>Assessment &amp; Evaluation</b>	<p><b>Mid-Semester Test (MST):</b></p> <p>A written exam covering theoretical aspects and real-world applications of strategic management.</p>



	<p><b>Presentations:</b> Group presentations analyzing case studies of organizations and their strategic decisions.</p> <p><b>Assignment:</b> Students will write a short paper evaluating the strategic decisions of a company of their choice.</p> <p><b>In-Class Activities:</b> Strategy simulation games, role-playing exercises, and case study discussions.</p> <p><b>Final Exam:</b> Final exam of 70 marks will be conducted at the end of the session</p>
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**Lesson Plan**

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Version 1.1



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<b>Lesson Plan No. 1</b>	<b>Course Name: Strategic Management</b>	<b>Course No.: MBA-201</b>
	<b>Topic: Introduction to Strategic Management</b>	

<b>Objectives</b>	<p>At the end of the lesson the student shall be able to:</p> <ol style="list-style-type: none"> <li>Define strategic management and its importance.</li> <li>Understand the key components of the strategic management process.</li> <li>Identify the levels of strategy formulation.</li> <li>Differentiate between strategy and policy.</li> <li>Analyze the benefits and challenges of strategic management.</li> </ol>
<b>Teaching Aids (if any)</b>	<ol style="list-style-type: none"> <li>Power point Presentation</li> </ol>
<b>Teaching Development</b>	<p><b>1. Introduction (5 minutes)</b></p> <ul style="list-style-type: none"> <li>- Ask questions</li> <li>- Impact analysis: Facilitate a discussion on how to analyze the impact of identified environmental factors.</li> <li>- What is the strength of the factor (significant, moderate, minor)</li> <li>- Is the impact positive, negative, or neutral</li> <li>- What is the timing of the impact (immediate, long-term)</li> <li>- How can the company leverage opportunities or mitigate threats</li> <li>- What is Strategic Management</li> <li>- What is the significance of Strategic Management</li> <li>- Introduce the concept of Strategic Management</li> <li>- Introduce the formal definition of Strategic Management.</li> <li>- Discuss the key benefits of strategic management for organizations</li> <li>- Increased focus and clarity</li> <li>- Improved performance and competitive advantage</li> <li>- Enhanced adaptability and resilience</li> <li>- Stronger stakeholder engagement</li> </ul> <p><b>2. Development (30 minutes)</b></p> <ul style="list-style-type: none"> <li>- Introduction</li> <li>- Define Strategic Management</li> <li>- Highlight the important characteristics and its relevance</li> <li>- Purpose of studying Strategic Management</li> <li>- Meaning of Strategy</li> <li>- Impact analysis: Facilitate a discussion on how to analyze the impact of identified environmental factors.</li> <li>- What is the strength of the factor (significant, moderate, minor)</li> <li>- Is the impact positive, negative, or neutral</li> </ul>



	<ul style="list-style-type: none"><li>- What is the timing of the impact (immediate, long-term)</li><li>- How can the company leverage opportunities or mitigate threats</li></ul> Video Link <a href="https://www.youtube.com/watch?v=_BajRnOCSKk">https://www.youtube.com/watch?v=_BajRnOCSKk</a>  Exercise (5 minutes) – Think pair Share -What is the biggest challenge a company might face in implementing its strategic plan? -Students think individually, then discuss in pairs, and finally share their thoughts with the class.
<b>Closure</b>	<ol style="list-style-type: none"><li>1. Summarize the Lesson Learning Outcomes and get affirmation from students on these.</li><li>2. Discuss the Questions from the Syllabus.</li><li>3. Suggested Reading Strategic Management by Azhar Kazmi Adela Kazmi <a href="https://www.techtarget.com/searchcio/definition/strategic-management">https://www.techtarget.com/searchcio/definition/strategic-management</a></li></ol> Spend 5 minutes to wrap up and consolidate the learnings
<b>Evaluation</b>	<ol style="list-style-type: none"><li>1. Reflective Questions (What, Why, Who?). Allow students to answer and discuss. What is Strategic Management? Why is it important to analyze environmental factors? Who benefits from effective strategic management?</li><li>2. Quiz</li><li>3. Spend 5 minutes to evaluate student assimilation of the lesson contents</li></ol>



<b>Lesson Plan No. 2</b>	<b>Course Name: Strategic Management</b>	<b>Course No.: MBA-201</b>
	<b>Topic: Strategic Decision Making</b>	

<b>Objectives</b>	At the end of the lesson the student shall be able to:  a. Define strategic decision making and its importance in business. b. Identify key frameworks and models for strategic decision making. c. Apply these frameworks to analyze realistic business scenarios. d. Develop critical thinking and problem-solving skills in a strategic context.
<b>Teaching Aids (if any)</b>	a. Power Point Presentation
<b>Teaching Development</b>	<ol style="list-style-type: none"><li>1. <b>Introduction (5 minutes)</b><ul style="list-style-type: none"><li>- Ask students to share examples of strategic decisions they encounter in their daily lives or have read about in the news.</li><li>- Discuss different types of issues related to Strategic Decision Making</li><li>- Explain the difference between operational and strategic decisions, emphasizing the long-term impact and future-oriented nature of strategic choices.</li><li>- Discuss how strategic decisions shape the overall direction, competitive advantage, and success of an organization.</li><li>- Briefly mention potential consequences of poor strategic decisions.</li></ul></li><li>2. <b>Development (30 minutes)</b><ol style="list-style-type: none"><li>a) Introduction<ul style="list-style-type: none"><li>- The Perspectives Schools</li><li>- Define and discuss Perspective Schools, such as the Classical School, Behavioral School, and Systems School.</li><li>- Explain the key principles and characteristics of each school.</li><li>- The Descriptive Schools</li><li>- Introduce Descriptive Schools, including the Environmental School, Evolutionary School, and Configuration School.</li><li>- Explore how these schools focus on describing and understanding the external environment and organizational evolution.</li><li>- The Integrative School</li><li>- Discuss the Integrative School, which seeks to combine elements from various perspectives.</li><li>- Highlight how an integrative approach can provide a more holistic view of strategy formulation.</li></ul></li></ol><p>Exercise – (5 Minutes) Think-Pair-Share</p><ul style="list-style-type: none"><li>- Pose a quick strategic decision-making question related to a</li></ul></li></ol>



	<p>current market trend or business news headline.</p> <ul style="list-style-type: none"><li>- Give students time to think individually, then pair up to discuss their perspectives, and finally share key points with the whole class.</li></ul>
<b>Closure</b>	<ol style="list-style-type: none"><li>1. Summarize the Lesson Learning Outcomes and get affirmation from students on these.</li><li>2. Discuss the Questions from the Syllabus.</li><li>3. Suggested Reading Strategic Management by Azhar Kazmi Adela Kazmi <a href="https://www.nickols.us/strategic_decision_making.pdf">https://www.nickols.us/strategic_decision_making.pdf</a></li></ol> <p>Spend 5 minutes to wrap up and consolidate the learnings</p>
<b>Evaluation</b>	<ol style="list-style-type: none"><li>1. Reflective Questions (What, Why, Who?). Allow students to answer and discuss. What are the key elements of the strategic management process? Why is it crucial to understand the cyclical nature of strategic management? Who should be involved in the strategic management process?</li><li>2. Google form Quiz</li><li>3. Spend 5 minutes to evaluate student assimilation of the lesson contents</li></ol>



<b>Lesson Plan No. 3</b>	<b>Course Name: Strategic Management</b>	<b>Course No.: MBA-201</b>
	<b>Topic: Elements in Strategic Management Process</b>	

<b>Objectives</b>	At the end of the lesson the student shall be able to:  a. Define strategic management and its key elements. b. Understand the interconnectivity of the elements in the strategic management process. c. Identify and analyze the different stages of the strategic management process. d. Apply their knowledge to real-world scenarios through activities and discussions.
<b>Teaching Aids (if any)</b>	a. Power Point Presentation
<b>Teaching Development</b>	<b>1. Introduction (5 minutes)</b> - Ask questions What is the Strategic Management Process What is the relevance of these strategic management models - Introduce different types of models of strategic management - Talk about different types of models and its relevance in business - Provide a clear definition of the strategic management process. - Emphasize its role in guiding organizations in setting objectives, making decisions, and allocating resources effectively.  <b>Development (30 minutes)</b>  a) Introduction - Process of Strategic Management - Break down the strategic management process into logical and sequential steps. - Emphasize the cyclical nature of the process. - Highlight the number of logical and sequential steps  b) Basis on which models are classified - Break down the strategic management process into logical and sequential steps. - Emphasize the cyclical nature of the process. - Discuss the key steps in the strategic management process:



	<ul style="list-style-type: none"><li>- Environmental analysis</li><li>- Strategy formulation</li><li>- Strategy implementation</li><li>- Strategy evaluation</li></ul> <p>Exercise (5 Minutes)</p> <ul style="list-style-type: none"><li>- Think Pair Share</li></ul> <p>Divide students into groups and ask them to analyze a provided case study or real-world example using the strategic management framework (vision, SWOT, objectives, strategies).</p> <ul style="list-style-type: none"><li>- Each group discusses their findings, then shares with the class.</li></ul>
<b>Closure</b>	<ol style="list-style-type: none"><li>1. Summarize the Lesson Learning Outcomes and get affirmation from students on these.</li><li>2. Suggested Reading Strategic Management by Azhar Kazmi Adela Kazmi <a href="https://static.careers360.mobi/media/uploads/froala_editor/files/Strategic-Management-Process_qXvpTMe.pdf">https://static.careers360.mobi/media/uploads/froala_editor/files/Strategic-Management-Process_qXvpTMe.pdf</a></li></ol> <p>Spend 5 minutes to wrap up and consolidate the learnings</p>
<b>Evaluation</b>	<ol style="list-style-type: none"><li>1. Reflective Questions (What, Why, Who?). Allow students to answer and discuss. What distinguishes strategic decisions from operational decisions? Why are frameworks and models important in strategic decision making? Who should be involved in making strategic decisions within an organization?</li><li>2. Spend 5 minutes to evaluate student assimilation of the lesson contents</li></ol>



<b>Lesson Plan No. 4</b>	<b>Course Name: Strategic Management</b>	<b>Course No.: MBA-201</b>
	<b>Topic: Strategic Intent</b>	

<b>Objectives</b>	At the end of the lesson the student shall be able to: <ol style="list-style-type: none"><li>Define strategic intent and understand its role in organizational success.</li><li>Identify the key characteristics of effective strategic intent.</li><li>Differentiate strategic intent from mission and vision statements.</li><li>Analyze case studies to evaluate the application of strategic intent.</li><li>Develop personal strategic intent statements.</li></ol>
<b>Teaching Aids (if any)</b>	<ol style="list-style-type: none"><li>Ppt presentation</li></ol>
<b>Teaching Development</b>	<ol style="list-style-type: none"><li><b>Introduction (5 minutes)</b><ul style="list-style-type: none"><li>Ask questions What is Strategic Intent What is the relevance of Strategic Intent in business?</li><li>Introduce the concept of Strategic Intent</li><li>Introduce the formal definition of Strategic Intent</li><li>Briefly discuss a successful company known for its strong strategic intent (e.g., Amazon, Apple). Ask students what they believe contributed to the company's success.</li><li>Explain the definition of strategic intent, highlighting its focus on ambition, differentiation, and enduring inspiration.</li><li>Emphasize its distinction from mission and vision statements.</li><li>Discuss the key characteristics of effective strategic intent, such as ambition, focus, flexibility, and coherence. Provide examples for each characteristic.</li></ul></li><li><b>Development (30 minutes)</b><ol style="list-style-type: none"><li><b>Introduction</b><ul style="list-style-type: none"><li>Define Strategic Intent</li><li>Highlight the important characteristics and its relevance</li><li>Examples pertaining to understanding of Strategic Intent</li><li>Daring: Ambitious and stretching beyond current capabilities.</li><li>Releasable: Can be translated into actionable strategies and goals.</li><li>Evolving: Adaptable to changing circumstances.</li><li>Ambiguous: Provides space for individual interpretation and creativity.</li><li>Motivational: Inspires commitment and action from all stakeholders.</li><li>Address the challenges of developing and implementing a strong strategic intent, such as maintaining focus, adapting to change, and aligning employee actions.</li><li>Emphasize the benefits of a clear strategic intent, such as increased motivation, direction, clarity, and competitive advantage.</li><li>Developing Strategic Intent: Through the process of developing their</li></ul></li></ol></li></ol>



	<p>own strategic intent statements.</p> <ul style="list-style-type: none"><li>- Individual Reflection: Provide time for individual reflection on personal aspirations, values, and desired impact.</li><li>- Group Discussion: Facilitate a small group discussion where students share their initial thoughts and receive feedback.</li><li>- Crafting the Statement: Guide students in crafting their individual strategic intent statements using the key characteristics discussed earlier.</li></ul> <p>Exercise (5 minutes) –</p> <p>Summarizing</p> <ul style="list-style-type: none"><li>- Briefly summarize the key takeaways from the lesson, emphasizing the importance of crafting and pursuing a strong strategic intent.</li></ul>
<b>Closure</b>	<ol style="list-style-type: none"><li>1. Summarize the Lesson Learning Outcomes and get affirmation from students on these.</li><li>2. Suggested Reading Strategic Management by Azhar Kazmi Adela Kazmi  "How to Formulate Winning Strategic Intent" by McKinsey &amp; Company <a href="https://www.researchgate.net/publication/349130046_Understanding_the_Concept_of_Strategic_Intent">https://www.researchgate.net/publication/349130046_Understanding_the_Concept_of_Strategic_Intent</a></li></ol> <p>Spend 5 minutes to wrap up and consolidate the learnings</p>
<b>Evaluation</b>	<ol style="list-style-type: none"><li>1. Reflective Questions (What, Why, Who?). Allow students to answer and discuss. How does strategic intent influence an organization's long-term success? What are the key differences between strategic intent, mission, and vision? When should an individual or organization redefine their strategic intent?</li><li>2. Spend 5 minutes to evaluate student assimilation of the lesson contents</li></ol>



<b>Lesson Plan No. 5</b>	<b>Course Name: Strategic Management</b>	<b>Course No.: MBA-201</b>
	<b>Topic: Concept of Stretch, Leverage and Fit</b>	

<b>Objectives</b>	At the end of the lesson the student shall be able to: <ol style="list-style-type: none"><li>Define and understand the terms stretch, leverage, and fit in the context of strategic management.</li><li>Explain the relationship between these concepts and their importance in formulating effective strategies.</li><li>Analyze real-world scenarios using the stretch, leverage, and fit framework.</li><li>Develop critical thinking and communication skills through collaborative activities.</li></ol>
<b>Teaching Aids (if any)</b>	<ol style="list-style-type: none"><li>Ppt presentation</li></ol>
<b>Teaching Development</b>	<ol style="list-style-type: none"><li><b>Introduction (5 minutes)</b><ul style="list-style-type: none"><li>Ask questions</li><li>What is Stretch</li><li>What is Leverage</li><li>What is Fit</li><li>Talk about difference between Stretch, Leverage and Fit</li><li>Briefly introduce a company that has successfully achieved its ambitious goals.</li><li>Define stretch, leverage, and fit, highlighting their individual meanings and interconnections.</li><li>Emphasize how these concepts relate to achieving a company's strategic intent.</li></ul></li><li><b>Development (30 minutes)</b><ol style="list-style-type: none"><li><b>Introduction</b><ul style="list-style-type: none"><li>Stretch: Discuss the importance of setting ambitious goals, pushing boundaries, and fostering innovation.</li><li>Analyze the potential risks and how to mitigate them.</li></ul></li><li><b>Leverage:</b> Explore different ways to maximize existing resources, build competencies, and create synergies.</li><li>Discuss the importance of resource allocation and prioritization.</li><li><b>Fit:</b> Explain the significance of aligning strategy with external environment and internal capabilities.</li><li>Analyze the advantages of a balanced approach and potential pitfalls of over-adapting.</li><li>Explain how these concepts work together to create a successful strategy.</li><li>Emphasize the dynamic interplay between them.</li></ol></li></ol>



	<ul style="list-style-type: none"><li>- Discuss the importance of having ambitious goals that push the organization beyond its current capabilities.</li><li>- Explore the risks and benefits of stretching.</li><li>- Use examples of companies that overstretched or achieved success through bold goals.</li></ul> <p>Exercise (5 minutes)</p> <ul style="list-style-type: none"><li>- SWOT analysis: Students can perform a SWOT analysis of a chosen company to identify opportunities for stretch, leverage, and fit.</li></ul>
<b>Closure</b>	<ol style="list-style-type: none"><li>1. Summarize the Lesson Learning Outcomes and get affirmation from students on these.</li><li>2. Discuss the Questions from the Syllabus.</li><li>3. Suggested Reading Strategic Management by Azhar Kazmi Adela Kazmi <a href="https://www.toppers4u.com/2021/12/concept-of-stretch-leverage-and-fit-in.html">https://www.toppers4u.com/2021/12/concept-of-stretch-leverage-and-fit-in.html</a></li></ol> <p>Spend 5 minutes to wrap up and consolidate the learnings</p>
<b>Evaluation</b>	<ol style="list-style-type: none"><li>1. Reflective Questions (What, Why, Who?). Allow students to answer and discuss. How can organizations effectively balance stretch, leverage, and fit to create a sustainable competitive advantage? What are some real-world examples where companies successfully applied the stretch, leverage, and fit framework in their strategic decisions? When should businesses prioritize fit over stretch and leverage in their strategic planning?</li><li>2. Google form Quiz</li><li>3. Spend 5 minutes to evaluate student assimilation of the lesson contents</li></ol>



<b>Lesson Plan No. 6</b>	<b>Course Name: Strategic Management</b>	<b>Course No.: MBA-201</b>
	<b>Topic: Vision</b>	

<b>Objectives</b>	At the end of the lesson the student shall be able to:  a. Define vision in the context of strategic management. b. Understand the importance of a clear vision statement. c. Identify key characteristics of effective vision statements. d. Analyze real-world company vision statements. e. Develop a draft vision statement for a chosen organization.
<b>Teaching Aids (if any)</b>	a. Power point presentations
<b>Teaching Development</b>	<ol style="list-style-type: none"><li>1. <b>Introduction</b> (5 minutes)<ul style="list-style-type: none"><li>- Ask questions What is vision</li><li>- Why vision is important?</li><li>- Introduce the concept of Vision</li><li>- Introduce the formal definition of vision</li><li>- Discuss the key characteristics of an effective vision statement, such as being aspirational, inspiring, achievable, clear, concise, and time-bound.</li><li>- Share and analyze real-world company vision statements (e.g., Google, Tesla, Patagonia).</li><li>- Use guiding questions like: What makes these statements effective? Do they align with the characteristics discussed?</li></ul></li><li>2. <b>Development</b> (30 minutes)<ol style="list-style-type: none"><li>a) Introduction<ul style="list-style-type: none"><li>- Define Vision</li><li>- Highlight the important characteristics and its relevance</li><li>- Purpose of vision in the organizations</li><li>- Explain the 5 C's of effective vision statements: Concise, Clear, Compelling, Coherent, and Contextual. Use examples and counter-examples to illustrate each.</li></ul></li><li>b) Vision<ul style="list-style-type: none"><li>- Nature of Vision</li><li>- The Benefits of having a Vision</li><li>- Process of Envisioning</li><li>- Define vision in strategic management as a future-oriented aspiration that guides an organization's long-term direction and motivates stakeholders.</li><li>- Differentiate it from mission and values. Highlight the importance of a clear vision in setting strategic goals and making decisions.</li></ul></li></ol></li></ol>



	<ul style="list-style-type: none"><li>- Analyse successful vision statements from well-known companies like Apple, Tesla, and Patagonia.</li><li>- Discuss how these statements embody the key characteristics and contribute to long-term success.</li></ul> <p>Exercise (5 minutes) – Think pair Share Ask students to think individually about a chosen organization (real or fictional) and draft a vision statement for it.</p>
<b>Closure</b>	<ol style="list-style-type: none"><li>1. Summarize the Lesson Learning Outcomes and get affirmation from students on these.</li><li>2. Discuss the Questions from the Syllabus.</li><li>3. Suggested Reading Strategic Management by Azhar Kazmi Adela Kazmi <a href="https://dspmuranchi.ac.in/pdf/Blog/6.%20Vision.pdf">https://dspmuranchi.ac.in/pdf/Blog/6.%20Vision.pdf</a></li></ol> <p>Spend 5 minutes to wrap up and consolidate the learnings</p>
<b>Evaluation</b>	<ol style="list-style-type: none"><li>1. Reflective Questions (What, Why, Who?). Allow students to answer and discuss. How does a well-defined vision statement contribute to an organization's long-term strategic success? What are the essential characteristics that make a vision statement effective and inspiring? When should an organization revisit and revise its vision statement to stay relevant in a dynamic business environment?</li><li>2. Spend 5 minutes to evaluate student assimilation of the lesson contents</li></ol>



<b>Lesson Plan No. 7</b>	<b>Course Name: Strategic Management</b>	<b>Course No.: MBA-201</b>
	<b>Topic: Mission</b>	

<b>Objectives</b>	At the end of the lesson the student shall be able to:  a. Define and understand the concept of a mission statement in strategic management. b. Identify the key components of a good mission statement. c. Analyze real-world mission statements and evaluate their effectiveness. d. Develop a draft mission statement for a chosen organization.
<b>Teaching Aids (if any)</b>	a. Power Point Presentation
<b>Teaching Development</b>	<b>1. Introduction (5 minutes)</b> - Ask questions What is a Mission What is the relevance of Mission in Business Organization - Introduce the concept of Mission - Why is a mission statement important for an organization? - What are the benefits of having a clear and concise mission statement? - How can a mission statement guide decision-making? - What are some examples of strong and weak mission statements?  - <b>Development (30 minutes)</b> a) Introduction - Define Mission - Highlight the characteristics of Mission Statement - Discuss with examples.  - b) Understand the importance of a strong mission statement in strategic management. - Identify the key components of a well-crafted mission statement. - Analyze the effectiveness of real-world mission statements. - Develop a concise and impactful mission statement for a given scenario. Exercise (5 minutes) – - Assign homework related to the topic, such as analysing a specific company's mission statement or writing a mission statement for a local organization.



<b>Closure</b>	<ol style="list-style-type: none"><li>1. Summarize the Lesson Learning Outcomes and get affirmation from students on these.</li><li>2. Suggested Reading Strategic Management by Azhar Kazmi Adela Kazmi <a href="https://www.amity.edu/abs/abr/pdf/Vol%2014%20No.2/8.pdf">https://www.amity.edu/abs/abr/pdf/Vol%2014%20No.2/8.pdf</a> Spend 5 minutes to wrap up and consolidate the learnings</li></ol>
<b>Evaluation</b>	<ol style="list-style-type: none"><li>1. Reflective Questions (What, Why, Who?). Allow students to answer and discuss. decision-making? What are the key elements that differentiate an effective mission statement from a weak one? When should an organization revise or update its mission statement to align with changing business environments?</li><li>2. Spend 5 minutes to evaluate student assimilation of the lesson contents</li></ol>



<b>Lesson Plan No. 8</b>	<b>Course Name: Strategic Management</b>	<b>Course No.: MBA-201</b>
	<b>Topic: Environmental Scanning</b>	

<b>Objectives</b>	At the end of the lesson the student shall be able to: <ul style="list-style-type: none"> <li>a. Define environmental scanning and its importance in strategic management.</li> <li>b. Identify the different components of the internal and external environment.</li> <li>c. Explain the approaches to environmental scanning.</li> <li>d. Apply environmental scanning techniques to a real-world case study.</li> </ul>
<b>Teaching Aids (if any)</b>	a. Ppt presentation
<b>Teaching Development</b>	<ol style="list-style-type: none"> <li>1. <b>Introduction</b> (5 minutes) <ul style="list-style-type: none"> <li>- Ask questions <ul style="list-style-type: none"> <li>What is Environmental Scanning</li> <li>What is the relevance of Environmental Scanning</li> </ul> </li> <li>- Introduce the concept Environmental Scanning.</li> <li>- Talk about different characteristics of environment</li> <li>- Define environment scanning and its significance in strategic decision-making.</li> <li>- Briefly explain the dynamic nature of the business environment and the need for continuous monitoring.</li> </ul> </li> <li>2. <b>Development</b> (30 minutes) <ol style="list-style-type: none"> <li>a) Introduction <ul style="list-style-type: none"> <li>- Define Environmental Sectors</li> <li>- Highlight the important characteristics and its relevance</li> <li>- Discuss key internal factors like resources, capabilities, organizational culture, and financial performance.</li> <li>- Briefly introduce the three main approaches: systematic, ad-hoc, and proactive. Highlight the advantages and disadvantages of each approach.</li> <li>- Explain the PESTLE framework (Political, Economic, Social, Technological, Legal, Environmental) to categorize external factors. Provide additional examples of relevant industry trends and competitor insights.</li> <li>- Describe different tools and methods for gathering information (e.g., industry reports, competitor analysis, social media monitoring, expert interviews).</li> <li>- Discuss the importance of critical thinking and evaluating information sources for accuracy and bias.</li> <li>- Present examples of how external factors like changing regulations or emerging technologies can create opportunities or threats.</li> </ul> </li> </ol> </li> </ol>



	<ul style="list-style-type: none"><li>- Exercise (5 minutes) – Summarizing: Briefly summarize the key takeaways from the lesson, emphasizing the importance of ongoing environmental scanning for effective strategic management.</li></ul>
<b>Closure</b>	<ol style="list-style-type: none"><li>1. Summarize the Lesson Learning Outcomes and get affirmation from students on these.</li><li>2. Discuss the questions from the Syllabus. Suggested Reading</li><li>3. <a href="https://www.gurunanakcollege.edu.in/files/commerce-management/strategic-management-unit-3.pdf">https://www.gurunanakcollege.edu.in/files/commerce-management/strategic-management-unit-3.pdf</a></li><li>4. <a href="https://www.gurunanakcollege.edu.in/files/commerce-management/strategic-management-unit-3.pdf">https://www.gurunanakcollege.edu.in/files/commerce-management/strategic-management-unit-3.pdf</a></li><li>5. <a href="https://gyansanchay.csjmu.ac.in/wp-content/uploads/2022/09/Economic-Systems-Capitalism-Socialism.pdf">https://gyansanchay.csjmu.ac.in/wp-content/uploads/2022/09/Economic-Systems-Capitalism-Socialism.pdf</a> Strategic Management by Azhar Kazmi Adela Kazmi</li></ol> <p>Spend 5 minutes to wrap up and consolidate the learnings</p>
<b>Evaluation</b>	<ol style="list-style-type: none"><li>1. Reflective Questions (What, Why, Who?). Allow students to answer and discuss. How does environmental scanning contribute to effective strategic management in organizations? What are the key differences between internal and external environmental factors, and why are both crucial for decision-making? When should a company conduct environmental scanning to maximize its strategic advantage?</li><li>2. Spend 5 minutes to evaluate student assimilation of the lesson contents</li></ol>



<b>Lesson Plan No. 9</b>	<b>Course Name: Strategic Management</b>	<b>Course No.: MBA-201</b>
	<b>Topic: Appraising the Environment</b>	

<b>Objectives</b>	At the end of the lesson the student shall be able to:  a. Define internal and external environment. b. Provide examples of key factors within each environment (e.g., internal: resources, capabilities, organizational culture; external: economic trends, industry competition, regulations). c. Briefly introduce the SWOT and PESTLE frameworks.
<b>Teaching Aids (if any)</b>	a. Power point presentation
<b>Teaching Development</b>	<p>1. <b>Introduction</b> (5 minutes)</p> <ul style="list-style-type: none"><li>- Ask questions</li><li>- Briefly discuss a recent news story or event that highlights the impact of the environment on a business.</li><li>- Ask students how this event could affect the long-term strategy of the company.</li><li>- Introduce the concept of environmental appraisal and its significance in strategic management.</li><li>- Explain how understanding the environment helps organizations identify opportunities, minimize threats, and make informed strategic decisions.</li></ul> <p>2. <b>Development</b> (30 minutes)</p>



a) Introduction

- Define Factors affecting the Appraisal
- Highlight the important characteristics and its relevance
- Purpose of Identifying the Environmental Factors.
- Essentials of Structuring the Environmental Appraisal
- Meaning of Environmental Appraisal
- Essentials of Environment Appraisal
- Strategist Related Factors
- Meaning
- Organization Related Factors
- Discuss key internal factors impacting strategy (e.g., financial resources, human capital, technology, organizational structure).
- Encourage students to identify specific strengths and weaknesses within each category.
- Discuss the impact of each factor on the chosen company/industry (e.g., government regulations, economic trends, technological advancements, social media influence).

Exercise (5 minutes) –

Think-Pair-Share:

Divide students into pairs and ask them to choose a real-world company.

Each pair should identify 2-3 key opportunities and threats the company faces based on the external environment.

Encourage sharing and discussion within the pairs before sharing responses with the class.

Encourage students to apply the learned frameworks to analyze their own chosen companies/industries.



<b>Closure</b>	<ol style="list-style-type: none"><li>1. Summarize the Lesson Learning Outcomes and get affirmation from students on these.</li><li>2. Discuss the Questions from the Syllabus.</li><li>3. Suggested Reading</li><li>4. <a href="https://egyankosh.ac.in/bitstream/123456789/7745/1/Unit-4.pdf">https://egyankosh.ac.in/bitstream/123456789/7745/1/Unit-4.pdf</a></li><li>5. <a href="https://www.gurunanakcollege.edu.in/files/commerce-management/strategic-management-unit-3.pdf">https://www.gurunanakcollege.edu.in/files/commerce-management/strategic-management-unit-3.pdf</a></li></ol> <p>Strategic Management by Azhar Kazmi Adela Kazmi</p> <p>Spend 5 minutes to wrap up and consolidate the learnings</p>
<b>Evaluation</b>	<ol style="list-style-type: none"><li>1. Reflective Questions (What, Why, Who?). Allow students to answer and discuss.  making? What role does organizational culture play in shaping internal capabilities and resources? When should a business conduct a SWOT or PESTLE analysis to assess its competitive position?</li><li>2. Spend 5 minutes to evaluate student assimilation of the lesson contents</li></ol>



<b>Lesson Plan No. 10</b>	<b>Course Name: Strategic Management</b> <b>Topic: Environmental Scanning (II)</b>	<b>Course No.: MBA-201</b>
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<b>Objectives</b>	At the end of the lesson the student shall be able to:  a. Define and explain the concept of environmental scanning in strategic management. b. Identify the different levels of the environment (general, industry, and internal). c. Analyze tools and frameworks for conducting environmental scanning.
<b>Teaching Aids (if any)</b>	a. Power point Presentation
<b>Teaching Development</b>	1. <b>Introduction</b> (5 minutes)  - Ask questions  What is Environmental Scanning



- What is the relevance of both in business?
- Introduce the concept of Environmental Skills
- Talk about factors to be considered for Environmental Scanning
- Introduce the approaches to Environmental Scanning

## 2. **Development** (30 minutes)

### a) Introduction

- Define approaches to Environmental Scanning
- Highlight the important characteristics and its relevance
- Sources of Information for Environmental Scanning

### b) Meaning of Method and Techniques Used for

#### Environmental Scanning

- Pitfalls in Environmental Scanning
- Appraising the Environmental
- Explain the importance of filtering and analyzing collected information to identify key trends, emerging issues, and



	<p>potential opportunities and threats.</p> <ul style="list-style-type: none"><li>- Briefly introduce tools like SWOT analysis to help with strategic decision-making based on environmental insights.</li><li>- Impact analysis: Facilitate a discussion on how to analyze the impact of identified environmental factors. Consider questions like:<ul style="list-style-type: none"><li>- What is the strength of the factor (significant, moderate, minor)?</li><li>- Is the impact positive, negative, or neutral?</li><li>- What is the timing of the impact (immediate, long-term)?</li><li>- How can the company leverage opportunities or mitigate threats?</li></ul></li></ul> <p>Exercise (5 minutes) –</p> <p>Summarizing</p> <p>Briefly summarize the key points of the lesson: the importance of environmental scanning, components of the environment, techniques for gathering information, and analysis and interpretation for strategic decision-making.</p>
<b>Closure</b>	<ol style="list-style-type: none"><li>1. Summarize the Lesson Learning Outcomes and get affirmation from students on these.</li><li>2. Discuss the Questions from the Syllabus.</li><li>3. Suggested Reading</li></ol> <p>Strategic Management by Azhar Kazmi Adela Kazmi</p> <p><a href="https://www.gurunanakcollege.edu.in/files/commerce-management/strategic-management-unit-3.pdf">https://www.gurunanakcollege.edu.in/files/commerce-management/strategic-management-unit-3.pdf</a></p> <p>Spend 5 minutes to wrap up and consolidate the learnings</p>
<b>Evaluation</b>	<ol style="list-style-type: none"><li>1. Reflective Questions (What, Why, Who?). Allow students to answer and discuss.</li></ol>



	<p>How does environmental scanning help organizations in making strategic decisions? What are the key differences between general, industry, and internal environments in strategic management? When should organizations conduct an environmental scan to stay competitive?</p> <p>2. Spend 5 minutes to evaluate student assimilation of the lesson contents</p>
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<b>Lesson Plan No. 11</b>	<b>Course Name: Strategic Management</b>	<b>Course No.: MBA-201</b>
	<b>Topic: Dynamics of Internal Environment</b>	

<b>Objectives</b>	At the end of the lesson the student shall be able to:  a. Identify and understand key internal factors influencing an organization's strategic direction. b. Analyze the impact of internal dynamics on a company's competitive advantage. c. Apply frameworks to assess internal strengths and weaknesses. d. Participate in discussions and collaborative activities to analyze internal environments.
<b>Teaching Aids (if any)</b>	a. Power Point Presentation
<b>Teaching Development</b>	1. <b>Introduction</b> (5 minutes)  - Ask questions



What is Organizational Resources

What is the relevance of Organizational Behaviour

- Introduce Synergistic effects
- Explain with the help of diagram
- Briefly introduce the concept of internal dynamics in strategic management, emphasizing its role in shaping strategic choices.
- Talk about Competencies, Core Competencies and Distinctive Competencies

## 2. **Development** (30 minutes)

### a) Introduction

- Define Organizational Capability
- Highlight Organizational Capability factors
- Methods and Techniques used for Organizational Appraisal
- Discuss the importance of understanding internal dynamics for:
  - Identifying strengths and weaknesses
  - Aligning strategy with internal capabilities
  - Managing change effectively
  - Building a sustainable competitive advantage
- Structured Organizational Appraisal
- Introduce and discuss key internal factors influencing strategy, such as:
  - Organizational structure and culture
  - Human resources and capabilities



	<ul style="list-style-type: none"><li>- Financial resources and performance</li><li>- Technology and innovation</li><li>- Operations and supply chain</li><li>- Interactive discussion: Use think-pair-share to have students identify specific examples of how each factor can impact a company's strategy.</li><li>- VRIO framework: Introduce the VRIO framework (Valuable, Rare, Inimitable, and Organized) for assessing internal resources and capabilities.</li></ul> <p>Exercise (5 minutes) – Think Pair Share</p>
<b>Closure</b>	<ol style="list-style-type: none"><li>1. Summarize the Lesson Learning Outcomes and get affirmation from students on these.</li><li>2. Discuss the Questions from the Syllabus.</li><li>3. Suggested Reading</li></ol> <p>Strategic Management by Azhar Kazmi Adela Kazmi <a href="https://tyonote.com/internal_environment_analysis/">https://tyonote.com/internal_environment_analysis/</a> Spend 5 minutes to wrap up and consolidate the learnings</p>
<b>Evaluation</b>	<ol style="list-style-type: none"><li>1. Reflective Questions (What, Why, Who?). Allow students to answer and discuss.</li></ol> <p>How do internal factors shape an organization's strategic direction, and why are they crucial for long-term success? What are the key internal dynamics that influence a company's competitive advantage, and how can they be leveraged effectively? When should organizations conduct internal assessments to ensure alignment with their strategic goals?</p>



	<p>2. Spend 5 minutes to evaluate student assimilation of the lesson contents</p>
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<b>Lesson Plan No. 12</b>	<b>Course Name: Strategic Management</b>	<b>Course No.: MBA-201</b>
	<b>Topic: Corporate Level Strategies</b>	

<b>Objectives</b>	At the end of the lesson the student shall be able to:  a. Define and explain different corporate-level strategies (expansion, diversification, vertical integration, horizontal integration, and joint ventures). b. Analyze the key drivers and considerations for choosing a corporate-level strategy. c. Evaluate the strategic implications of different corporate-level strategies using real-world examples. d. Participate in collaborative activities and discussions to apply strategic thinking.
<b>Teaching Aids (if any)</b>	a. Power point Presentation
<b>Teaching Development</b>	1. <b>Introduction</b> (5 minutes)  - Ask questions - What are Corporate level Strategies



- What are different types of Corporate Level Strategies
- Briefly introduce the concept of corporate-level strategies, emphasizing their focus on the overall direction and scope of the organization.
- How organizations employ concentration strategies
- Talk about different types of Companies
- Introduce the basis of different kinds of Corporate Level Strategies
- **Development** (30 minutes)

a) Introduction

- Introduce meaning of different types of Corporate level Strategies
- Highlight the basics of Corporate level Strategies
- Briefly explain the five main types of corporate-level strategies:
- Expansion: Growing within the existing industry and product line.
- Diversification: Entering new industries or product lines.
- Vertical integration: Acquiring control over upstream or downstream activities.
- Horizontal integration: Acquiring or merging with competitors.
- Joint ventures: Partnering with another company for specific ventures.

b) Meaning of Different types of Corporate level Strategies

- Difference between Corporate level Strategy and Business level Strategy



	<ul style="list-style-type: none"><li>- Emphasize the dynamic nature of business environments and the ongoing need for organizations to revisit and adapt their corporate-level strategies to remain competitive.</li></ul> <p>Exercise (5 minutes) –</p> <p>One-minute paper</p> <ul style="list-style-type: none"><li>- Ask students to write a one-minute reflection on the following prompt</li><li>- Briefly explain how it could be applied to a specific company or industry."</li></ul>
<b>Closure</b>	<ol style="list-style-type: none"><li>1. Summarize the Lesson Learning Outcomes and get affirmation from students on these.</li><li>2. Discuss the Questions from the Syllabus.</li><li>3. Suggested Reading</li></ol> <p><a href="https://www.edureka.co/blog/corporate-level-strategies/">https://www.edureka.co/blog/corporate-level-strategies/</a></p> <p>Strategic Management by Azhar Kazmi Adela Kazmi</p> <p>Spend 5 minutes to wrap up and consolidate the learnings</p>
<b>Evaluation</b>	<ol style="list-style-type: none"><li>1. Reflective Questions (What, Why, Who?). Allow students to answer and discuss.</li></ol>



	<p>How can a company determine which corporate-level strategy (e.g., expansion, diversification) best aligns with its long-term goals and market conditions?</p> <p>What are the potential risks and rewards associated with using joint ventures as a corporate-level strategy, and how do they compare with other strategies like vertical integration?</p> <p>When should a company consider shifting from horizontal integration to vertical integration, and what strategic factors should influence that decision?</p> <p>2. Spend 5 minutes to evaluate student assimilation of the lesson contents</p>
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<b>Lesson Plan No. 13</b>	<b>Course Name: Strategic Management</b>	<b>Course No.: MBA-201</b>
	<b>Topic: Business Level Strategies</b>	

<b>Objectives</b>	At the end of the lesson the student shall be able to:  a. Define and explain different business-level strategies (cost leadership, differentiation, focus). b. Analyze the competitive landscape to identify suitable strategies. c. Apply frameworks to evaluate the effectiveness of chosen strategies. d. Participate in class discussions and collaborative activities to practice strategic thinking.
<b>Teaching Aids (if any)</b>	a. Power point Presentation
<b>Teaching Development</b>	<ol style="list-style-type: none"><li>1. <b>Introduction</b> (5 minutes)<ul style="list-style-type: none"><li>- Ask questions What is the process of formation of business level strategies</li><li>- Introduce the concept of positioning of business level strategies</li><li>- Briefly introduce the concept of business-level strategies, emphasizing their focus on competing within a specific industry or product segment.</li><li>- Explain generic business strategies</li><li>- Talk about the relevance of different stages in the formation of business level strategies</li><li>- Introduce the competitive advantage and competitive scope</li></ul></li><li>2. <b>Development</b> (30 minutes)<ol style="list-style-type: none"><li>a) Introduction<ul style="list-style-type: none"><li>- Introduce the three main business-level strategies:<ul style="list-style-type: none"><li>- Cost leadership: Achieving the lowest overall cost compared to competitors.</li><li>- Differentiation: Offering unique value propositions to stand out from competitors.</li><li>- Focus: Targeting a specific niche market or customer segment.</li></ul></li><li>- How different business-level strategies can be best suited to different competitive environments (e.g., cost leadership for fragmented industries, differentiation for value-seeking customers).</li></ul></li><li>b) Conditions under which these strategies are used<ul style="list-style-type: none"><li>- Integration of Cost Leadership and Differentiation</li><li>- Introduce frameworks like Porter's Five Forces and Value Chain analysis to help assess the competitive environment and choose appropriate strategies.</li><li>- Emphasize the ongoing importance of analyzing the competitive landscape and adapting business-level strategies for sustainable</li></ul></li></ol></li></ol>



	<p>success.</p> <p>Exercise (5 minutes) –</p> <p>One-minute paper:</p> <p>Distribute one-minute papers asking students to explain their understanding of a chosen business-level strategy and provide an example of a company successfully implementing it.</p>
<b>Closure</b>	<ol style="list-style-type: none"><li>1. Summarize the Lesson Learning Outcomes and get affirmation from students on these.</li><li>2. Discuss the Questions from the Syllabus.</li><li>3. Suggested Reading Strategic Management by Azhar Kazmi Adela Kazmi <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></li></ol> <p>Spend 5 minutes to wrap up and consolidate the learnings</p>
<b>Evaluation</b>	<ol style="list-style-type: none"><li>1. Reflective Questions (What, Why, Who?). Allow students to answer and discuss. How can businesses determine which strategy—cost leadership, differentiation, or focus—aligns best with their competitive landscape? What frameworks can be applied to assess the effectiveness of different business-level strategies in real-world scenarios? When participating in class discussions, how can strategic thinking be effectively practiced and developed?</li><li>2. Spend 5 minutes to evaluate student assimilation of the lesson contents</li></ol>



<b>Lesson Plan No. 14</b>	<b>Course Name: Strategic Management</b>	<b>Course No.: MBA-201</b>
	<b>Topic: Tactics of Business Strategies</b>	

<b>Objectives</b>	At the end of the lesson the student shall be able to: <ol style="list-style-type: none"> <li>Define and explain the concept of business strategy tactics.</li> <li>Identify different types of tactics and their role in implementing strategies.</li> <li>Analyze the relationship between strategies and tactics.</li> <li>Develop and assess tactical options for various strategic approaches.</li> <li>Participate in class discussions and collaborative activities to practice tactical thinking.</li> </ol>
<b>Teaching Aids (if any)</b>	<ol style="list-style-type: none"> <li>Power point presentation</li> </ol>
<b>Teaching Development</b>	<ol style="list-style-type: none"> <li><b>Introduction (5 minutes)</b> <ul style="list-style-type: none"> <li>Ask questions What is the concept of tactics of formation of business level strategies</li> <li>Introduce the concept of business strategy tactics, emphasizing their role in translating broad strategies into concrete actions.</li> <li>Introduce the concept of Timing tactics</li> <li>Explain generic business strategies</li> <li>Talk about the relevance of different types of Tactics of business level strategies</li> <li>Introduce the First Movers and late movers</li> </ul> </li> <li><b>Development (30 minutes)</b> <ol style="list-style-type: none"> <li><b>Introduction</b> <ul style="list-style-type: none"> <li>Briefly explain different types of tactics, such as:               <ul style="list-style-type: none"> <li>Marketing tactics: Pricing, promotions, distribution channels.</li> <li>Operational tactics: Production processes, inventory management, employee scheduling.</li> <li>Financial tactics: Budgeting, cost control, investment strategies.</li> <li>Human resource tactics: Recruitment, training, performance management.</li> </ul> </li> <li>Exercise (5 minutes) – Summarizing</li> </ul> </li> </ol> <p>Briefly summarize the importance of tactics in strategy execution, different types of tactics, and their alignment with strategic objectives.</p> </li> </ol>



<b>Closure</b>	<ol style="list-style-type: none"><li>1. Summarize the Lesson Learning Outcomes and get affirmation from students on these.</li><li>2. Discuss the Questions from the Syllabus.</li><li>3. Suggested Reading Strategic Management by Azhar Kazmi Adela Kazmi</li></ol> <p>Spend 5 minutes to wrap up and consolidate the learnings</p>
<b>Evaluation</b>	<ol style="list-style-type: none"><li>1. Reflective Questions (What, Why, Who?). Allow students to answer and discuss. How can businesses determine which strategy—cost leadership, differentiation, or focus—aligns best with their competitive landscape? What frameworks can be applied to assess the effectiveness of different business-level strategies in real-world scenarios? When participating in class discussions, how can strategic thinking be effectively practiced and developed?</li><li>2. Spend 5 minutes to evaluate student assimilation of the lesson contents</li></ol>



<b>Lesson Plan No. 15</b>	<b>Course Name: Strategic Management</b>	<b>Course No.: MBA-201</b>
	<b>Topic: Business Strategies for Different Industry Conditions</b>	

<b>Objectives</b>	At the end of the lesson the student shall be able to:  <ol style="list-style-type: none"><li>Identify and understand different industry life cycles (growth, maturity, decline).</li><li>Analyze how industry life cycle stages influence appropriate business strategies.</li><li>Explain different generic business strategies (cost leadership, differentiation, focus).</li><li>Apply strategic frameworks to analyze real-world scenarios.</li><li>Participate in discussions and collaborative activities to hone strategic thinking skills.</li></ol>
<b>Teaching Aids (if any)</b>	<ol style="list-style-type: none"><li>Power point presentation</li></ol>
<b>Teaching Development</b>	<ol style="list-style-type: none"><li><b>Introduction</b> (5 minutes)</li></ol>



	<ul style="list-style-type: none"><li>- Ask questions</li></ul> <p>What is Embryonic Stage</p> <ul style="list-style-type: none"><li>- Briefly introduce the concept of industry life cycles (growth, maturity, decline) and their impact on business strategy.</li><li>- Show examples of real-world companies at different stages of their industry life cycles.</li><li>- Introduce the Growth Stage</li><li>- Talk about the relevance of Maturity Stage and decline Stage</li><li>- Introduce the concept of Decline Stage</li></ul> <p><b>2. Development (30 minutes)</b></p> <p>a) Introduction</p> <ul style="list-style-type: none"><li>- Discuss the relationship between industry life cycle stages and appropriate business strategies. Use a table or diagram to illustrate key points.</li><li>- Growth: Strategies like market share expansion, product</li></ul>
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	<p>diversification, and aggressive marketing.</p> <ul style="list-style-type: none"><li>- Maturity: Strategies like cost leadership, product differentiation, and niche focus.</li><li>- Decline: Strategies like harvesting assets, downsizing, or diversification into new industries.</li></ul> <p>b) Leveraging Organization Specific Advantages for Businesses</p> <ul style="list-style-type: none"><li>- Introduce the three main generic business strategies:</li><li>- Cost leadership: Minimizing costs to offer the lowest price in the market.</li><li>- Differentiation: Creating unique value propositions to stand out from competitors.</li><li>- Focus: Serving a specific niche market with tailored offerings.</li></ul> <p>Exercise (5 minutes) –</p> <ul style="list-style-type: none"><li>- Think Pair Share</li></ul>
<p><b>Closure</b></p>	<ol style="list-style-type: none"><li>1. Summarize the Lesson Learning Outcomes and get affirmation from students on these.</li><li>2. Discuss the Questions from the Syllabus.</li><li>3. Suggested Reading</li></ol> <p>Strategic Management by Azhar Kazmi Adela Kazmi</p> <p><a href="https://www.blackwellpublishing.com/content/GrantContemporaryStrategyAnalysis/6th_Edition/CSAC10.pdf">https://www.blackwellpublishing.com/content/GrantContemporaryStrategyAnalysis/6th_Edition/CSAC10.pdf</a></p> <p>Spend 5 minutes to wrap up and consolidate the learnings</p>



**Evaluation**

1. Reflective Questions (What, Why, Who?). Allow students to answer and discuss.

How do the different stages of the industry life cycle influence a company's business strategy?

What are the key factors to consider when applying generic business strategies like cost leadership and differentiation?

When analyzing real-world business scenarios, how can strategic frameworks guide decision-making processes?

2. Spend 5 minutes to evaluate student assimilation of the lesson contents



<b>Lesson Plan No. 16</b>	<b>Course Name: Strategic Management</b> <b>Topic: Strategic Analysis and Choice</b>	<b>Course No.: MBA-201</b>
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<b>Objectives</b>	At the end of the lesson the student shall be able to:  a. Define strategic analysis and its role in strategic management. b. Identify key internal and external factors impacting strategic choice. c. Understand different frameworks for analyzing strategic position. d. Develop critical thinking and decision-making skills in a strategic context.
<b>Teaching Aids (if any)</b>	a. Power point presentation
<b>Teaching Development</b>	1. <b>Introduction</b> (5 minutes)  - Ask questions



What is Strategic choice

- Introduce the concept of strategic choice
- Explain the process of strategic choice
- Briefly introduce the concept of strategic analysis and its role in developing effective strategies. Highlight the key components of internal and external analysis.
- Talk about the relevance of evaluation to strategic Choice

## 2. Development (30 minutes)

### a) Introduction

- Strategic Choice
- Analysing the Strategic Choice
- Introduce frameworks like SWOT and IFE Matrix to identify internal strengths, weaknesses, and their impact on strategy.
- Use real-world examples to illustrate how companies leverage strengths and address weaknesses.
- Encourage discussion on internal capabilities and resource constraints.

### b) Evaluating the strategic Alternatives



	<ul style="list-style-type: none"><li>- Introduce tools like PESTEL and Five Forces Analysis to assess industry attractiveness and competitive landscape.</li><li>- Discuss the impact of key external factors (political, economic, social, technological, environmental, legal) on strategic decisions.</li><li>- Facilitate brainstorming potential opportunities and threats based on the analysis.</li><li>- Briefly introduce frameworks like SPACE Matrix and TOWS Matrix to help with strategic decision-making.</li><li>- Explain how these frameworks integrate internal and external analysis to inform strategy selection.</li><li>- Guide students through applying a chosen framework to a real-world case study.</li></ul> <p>Exercise (5 minutes) –</p> <ul style="list-style-type: none"><li>- One-Minute Paper Briefly ask students to summarize the key takeaways from the lesson in one minute and share any questions they may have.</li></ul>
<b>Closure</b>	<ol style="list-style-type: none"><li>1. Summarize the Lesson Learning Outcomes and get affirmation from students on these.</li><li>2. Discuss the Questions from the Syllabus.</li><li>3. Suggested Reading</li></ol> <p>Strategic Management by Azhar Kazmi Adela Kazmi</p> <p>Spend 5 minutes to wrap up and consolidate the learnings</p>
<b>Evaluation</b>	<ol style="list-style-type: none"><li>1. Reflective Questions (What, Why, Who?). Allow students to answer and discuss.</li></ol>



	<p>How do internal and external factors influence the strategic choices an organization makes? What are the most effective frameworks for analyzing an organization's strategic position? When should critical thinking and decision-making skills be applied in the strategic management process?</p> <p>2. Spend 5 minutes to evaluate student assimilation of the lesson contents</p>
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<b>Lesson Plan No. 17</b>	<b>Course Name: Strategic Management</b>	<b>Course No.: MBA-201</b>
	<b>Topic: Strategic Analysis</b>	

<b>Objectives</b>	At the end of the lesson the student shall be able to:  a. understand the concept of strategic Analysis b. articulate the relevance of tools and Techniques for Strategic Analysis c. Corporate Portfolio Analysis
<b>Teaching Aids (if any)</b>	a. Power point Presentation
<b>Teaching Development</b>	1. <b>Introduction (5 minutes)</b>  - Ask questions  What is Strategic Analysis



- Introduce the concept of tools and Techniques for Strategic Analysis
- Briefly define strategic analysis and its role in strategic management. Highlight its importance in understanding the competition, market trends, and opportunities/threats.
- Talk about Corporate Portfolio Analysis
- Introduce the concept of General electric Nine cell Matrix
- Discuss the key benefits of conducting thorough strategic analysis, such as identifying strategic gaps, aligning resources, and achieving competitive advantage.

## 2. Development (30 minutes)

### a) Introduction

- Concept of Corporate Parenting Analysis
- SWOT Analysis
- Explain the concept of internal analysis and its focus on assessing an organization's strengths and weaknesses.
  
- Introduce key internal factors like resources, capabilities, organizational structure, culture, and financial performance.
- Utilize interactive activities like group brainstorming to identify strengths and weaknesses in a chosen company.

### b) Experience curve Analysis



	<ul style="list-style-type: none"><li>- Explain the concept of external analysis and its focus on understanding the competitive landscape and broader environment.</li><li>- Introduce key external factors like industry trends, competitor analysis, political landscape, economic conditions, social factors, and technology (PESTLE framework).</li><li>- Briefly introduce popular strategic analysis tools like SWOT (Strengths, Weaknesses, Opportunities, Threats) and Porter's Five Forces.</li><li>- Provide a concise overview of how these tools can be used to synthesize internal and external factors and inform strategic decision-making.</li></ul> <p>Exercise (5 minutes) – Think Pair Share</p>
<b>Closure</b>	<ol style="list-style-type: none"><li>1. Summarize the Lesson Learning Outcomes and get affirmation from students on these.</li><li>2. Discuss the Questions from the Syllabus.</li><li>3. Suggested Reading</li></ol> <p>Strategic Management by Azhar Kazmi Adela Kazmi <a href="https://scholar.harvard.edu/files/nithingereddy/files/starbucks_case_analysis.pdf">https://scholar.harvard.edu/files/nithingereddy/files/starbucks_case_analysis.pdf</a></p> <p>Spend 5 minutes to wrap up and consolidate the learnings</p>
<b>Evaluation</b>	<ol style="list-style-type: none"><li>1. Reflective Questions (What, Why, Who?). Allow students to answer and discuss.</li></ol> <p>How does strategic analysis influence the decision-making process in organizations?</p>



	<p>What tools and techniques are most effective for conducting a comprehensive strategic analysis? When should a company perform corporate portfolio analysis to ensure sustainable growth?</p> <p>2. Spend 5 minutes to evaluate student assimilation of the lesson contents</p>
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Kot Bhalwal, Jammu



# Model Institute of Engineering & Technology (Autonomous) Lesson Plan

<b>Lesson Plan No. 18</b>	<b>Course Name: Strategic Management</b>	<b>Course No.: MBA-201</b>
	<b>Topic: Industry Analysis</b>	

<b>Objectives</b>	At the end of the lesson the student shall be able to:  a. Define industry analysis and its importance in strategic management. b. Understand the key frameworks for industry analysis, including Porter's Five Forces and PESTEL analysis. c. Apply industry analysis techniques to a real-world case study.
<b>Teaching Aids (if any)</b>	a. Power point presentation
<b>Teaching Development</b>	1. <b>Introduction</b> (5 minutes)  - Ask questions





### What is Industry Analysis

- Introduce the concept of Porter's Five Forces Model of Competition in an Industry
- Explain different features of Competition in Industry
- Talk about the purpose of Industry Analysis
- Define industry analysis and explain its importance in helping businesses make strategic decisions. Briefly mention the key benefits of effective industry analysis.

### 2. Development (30 minutes)

#### a) Introduction

- Bargaining Power of Buyers
- Bargaining power of suppliers
- Threat of new entrants
- Threat of substitute products

#### b) Purpose of Industry Analysis in the context of Strategic Choice

- Explain each of the five forces (threat of new entrants, bargaining power of suppliers, bargaining power of buyers, threat of substitutes, competitive rivalry).

- Use diagrams or visuals to illustrate the interrelationships between the forces.

- Provide real-world examples of how each force can impact profitability.

- Briefly explain the factors included in PESTEL (political, economic, social, technological, environmental, legal).

Discuss how each factor can influence an industry's growth, competition, and regulations.



	<p>Exercise (5 minutes) –</p> <ul style="list-style-type: none"><li>- Summarize</li></ul> <p>Briefly review the main concepts covered in the lesson.</p>
<b>Closure</b>	<ol style="list-style-type: none"><li>1. Summarize the Lesson Learning Outcomes and get affirmation from students on these.</li><li>2. Discuss the Questions from the Syllabus.</li><li>3. Suggested Reading</li></ol> <p>‘Industry Analysis: A Framework for Understanding Your Competition’ by Harvard Business Review: <a href="https://hbsp.harvard.edu/product/2572BC-PDF-ENG">https://hbsp.harvard.edu/product/2572BC-PDF-ENG</a></p> <p>Strategic Management by Azhar Kazmi Adela Kazmi</p> <p>Spend 5 minutes to wrap up and consolidate the learnings</p>
<b>Evaluation</b>	<ol style="list-style-type: none"><li>1. Reflective Questions (What, Why, Who?). Allow students to answer and discuss.</li></ol> <p>How can industry analysis influence strategic decision-making in an organization? What are the key factors to consider when using Porter's Five Forces and PESTEL analysis for industry analysis? When should a company apply industry analysis techniques to assess its competitive environment effectively?</p> <ol style="list-style-type: none"><li>2. Spend 5 minutes to evaluate student assimilation of the lesson contents</li></ol>



# Model Institute of Engineering & Technology (Autonomous) Lesson Plan

Kot Bhalwal, Jammu



Dr. Arun K. Gupta Teaching-Learning Centre

Version 1.1



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Kot Bhalwal, Jammu



# Model Institute of Engineering & Technology (Autonomous) Lesson Plan

<b>Lesson Plan No. 19</b>	<b>Course Name: Strategic Management</b>	<b>Course No.: MBA-201</b>
	<b>Topic: Strategic Groups' Analysis</b>	

<b>Objectives</b>	At the end of the lesson the student shall be able to:  a. understand the concept procedure of Competitor Analysis b. articulate the relevance of Competitor Analysis
<b>Teaching Aids (if any)</b>	a. Power point presentation
<b>Teaching Development</b>	1. <b>Introduction</b> (5 minutes)  - Ask questions - Components of Competitor Analysis - Introduce the concept of subjective factors in Strategic Choice - Briefly discuss a recent news article where competition within an





	<p>industry was a key factor. What insights could strategic group analysis offer in such situations?</p> <ul style="list-style-type: none"><li>- Talk about the basis of commitment to past Strategic Actions</li></ul> <p>2. <b>Development</b> (30 minutes)</p> <p>a) Introduction</p> <ul style="list-style-type: none"><li>- Strategist's Decision Styles and Attitude to Risk</li><li>- Internal political Consideration</li><li>- Consideration for Governmental Policies</li><li>- Consideration for Corporate Citizenship Obligation</li><li>- Explain the key dimensions used to define strategic groups, such as target market, product features, pricing strategy, and technology utilization.</li><li>- -Discuss Porter's five forces framework and how it relates to strategic groups analysis.</li><li>- Contingency Strategies</li></ul> <p>Exercise (5 minutes) –</p> <p>One-Minute Paper</p> <ul style="list-style-type: none"><li>- Briefly ask students to reflect on: "What was the most valuable learning from today's session?" and "How can you apply strategic group analysis to your own career or field of interest?"</li></ul>
<p><b>Closure</b></p>	<ol style="list-style-type: none"><li>1. Summarize the Lesson Learning Outcomes and get affirmation from students on these.</li><li>2. Discuss the Questions from the Syllabus.</li><li>3. Suggested Reading</li></ol> <p>Strategic Management by Azhar Kazmi Adela Kazmi</p> <p><a href="https://thestrategy.com/blog/strategic-group-analysis/">https://thestrategy.com/blog/strategic-group-analysis/</a></p> <p>Spend 5 minutes to wrap up and consolidate the learnings</p>



**Evaluation**

1. Reflective Questions (What, Why, Who?). Allow students to answer and discuss.

How can understanding the procedure of Competitor Analysis help in strategic decision-making?

What are the key factors to consider when conducting Competitor Analysis?

When is the most effective time to conduct Competitor Analysis in the business cycle?

2. Spend 5 minutes to evaluate student assimilation of the lesson contents



<b>Lesson Plan No. 20</b>	<b>Course Name: Strategic Management</b>	<b>Course No.: MBA-201</b>
	<b>Topic: Strategic Plan</b>	

<b>Objectives</b>	At the end of the lesson the student shall be able to:  a. Define and understand the purpose of a strategic plan. b. Identify the key components of a well-developed strategic plan. c. Recognize the importance of conducting an internal and external analysis. d. Develop critical thinking and problem-solving skills through collaborative activities.
<b>Teaching Aids (if any)</b>	a. Power point presentation
<b>Teaching Development</b>	1. <b>Introduction</b> (5 minutes)  - Ask questions  What is the concept of Strategic plan



- Introduce the concept of Strategic plans in Indian organizations
- Introduce the concept of a strategic plan, highlighting its role in providing direction, navigating challenges, and achieving goals.
- Use clear examples and relatable scenarios to make the concept accessible.
- Talk about the basis of Communicating the Strategic plans

## 2. Development (30 minutes)

### a) Introduction

- Clear Statement of Strategic intent
- Sustainability of goals and policies
- Results of Environment Appraisal
- Results of Organizational Appraisal

Explain the core elements of a strategic plan:

- Vision: Aspirational picture of the future state.
- Mission: Purpose and reason for existence.
- Values: Guiding principles that define the organization's culture.
- Goals: Specific and measurable objectives.
- Strategies: The "how" to achieve the goals.
- Introduce the SWOT framework for internal and external analysis:
- Strengths: Internal capabilities and resources.
- Weaknesses: Internal limitations and disadvantages.



	<ul style="list-style-type: none"><li>- Opportunities: External factors that can be leveraged.</li><li>- Threats: External challenges that need to be addressed.</li><li>- Guide students through a simplified SWOT exercise as a class or in small groups, focusing on a specific industry or case study.</li></ul> <p>Exercise (5 minutes) –</p> <ul style="list-style-type: none"><li>- Summarizing Briefly summarize the key takeaways from the lesson in your own words.</li></ul>
<b>Closure</b>	<ol style="list-style-type: none"><li>1. Summarize the Lesson Learning Outcomes and get affirmation from students on these.</li><li>2. Discuss the Questions from the Syllabus.</li><li>3. Suggested Reading</li></ol> <p><a href="https://www.shivajicollege.ac.in/sPanel/uploads/econtent/0c4aa4eacde8c729407f5adddef3d934.pdf">https://www.shivajicollege.ac.in/sPanel/uploads/econtent/0c4aa4eacde8c729407f5adddef3d934.pdf</a></p> <p>Strategic Management by Azhar Kazmi Adela Kazmi</p> <p>Spend 5 minutes to wrap up and consolidate the learnings</p>
<b>Evaluation</b>	<ol style="list-style-type: none"><li>1. Reflective Questions (What, Why, Who?). Allow students to answer and discuss.</li></ol> <p>How can a well-developed strategic plan impact an organization's long-term success? What factors should be considered during the internal and external</p>



	<p>analysis when creating a strategic plan? When is it most effective to involve team collaboration in the strategic planning process to enhance problem-solving skills?</p> <p>2. Spend 5 minutes to evaluate student assimilation of the lesson contents</p>
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