

**Master of Business Administration
MBA Semester III
Core Course**

301: Strategic Analysis

Marks: 100

Duration: 60 Hrs.

CREDITS: 4

Objective: This course is designed to provide an insight into the modern analytical and descriptive tools and techniques to analyze the environmental situation from the business to design effective strategies.

Course Outcomes: The successful completion of this course shall enable the student to:

CO1: Understand the concepts of strategic framework and the strategic decision-making process

CO2: Analyze competitive situation and strategic dilemma in dealing with dynamic business environment

CO3: Analyze and implement strategy at strategic business unit level.

CO4: Creating and implementing strategic alternatives and strategies such as diversification mergers and acquisitions for organizational growth.

Contents:

UNIT	Content	Hours
I	Strategy Framework: Introduction to strategy, Strategic Planning Process, Strategic decision making, Business definition, Goal setting, Policy formulation, Mission and Objectives.	11
II	Analysing Resources, Capabilities and Competencies: Strategy and Structure, Value chain analysis, Benchmarking, Balanced Score Card, Competitive Advantage and Core Competence.	11
III	External Analysis: Environmental Analysis, Environmental Forecasting, Industry and Competitor Analysis.	10
IV	Strategic Alternative: Grand Strategies, Diversification and Integration, Merger, Turnaround, Divestment, Liquidation and Combination Strategies.	10
V	Strategic Choice: Process, Corporate Portfolio Analysis, Product Market Matrix, Competitive Strategies, SWOT Analysis, TOWS Matrix.	10
	Small group learning exercise involving discussion, case studies role-play, presentations by students	8
	TOTAL	60

Readings (Unit Wise)

Unit-I

1. Francis Cherunilam (2019)Business Policy and Strategic Management, Himalaya Publishing House
2. M. Crossan M J. Rouse,W.GRowe,C. Maurer(2015) Strategic Analysis and Action, 9th edition, Pearson

Unit-II

3. Francis Cherunilam (2019)Business Policy and Strategic Management, Himalaya Publishing House
4. M. Crossan M J. Rouse,W.GRowe,C. Maurer(2015) Strategic Analysis and Action, 9th edition, Pearson

Unit-III

1. Francis Cherunilam (2019)Business Policy and Strategic Management, Himalaya Publishing House
2. M. Crossan M J. Rouse,W.GRowe,C. Maurer(2015) Strategic Analysis and Action, 9th edition, Pearson

Unit-IV

1. Francis Cherunilam (2019)Business Policy and Strategic Management, Himalaya Publishing House
2. M. Crossan M J. Rouse,W.GRowe,C. Maurer(2015) Strategic Analysis and Action, 9th edition, Pearson

Unit-V

1. Francis Cherunilam (2019)Business Policy and Strategic Management, Himalaya Publishing House
2. M. Crossan M J. Rouse,W.GRowe,C. Maurer(2015) Strategic Analysis and Action, 9th edition, Pearson

Additional Readings

1. Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. (2016). Economics of strategy (6thed.), John Wiley.
2. Grant, R. M. (2015). Contemporary strategy analysis: Text and Cases (8th ed.), Wiley.
3. Porter, M. E. (2004). Competitive strategy. (2004). New York: Simon & Schuster
4. Porter, M. E. (1998). Competitive advantage of nations. London: Macmillan Press.
5. Prahlad C.K. (2013). The fortune at the bottom of the pyramid. India: Pearson.

Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment

- Interactive classroom discussions
- Flipped classroom

Teaching Plan:

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

Facilitating the achievement of Course Learning Outcomes

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I	Ability to understand the concept of strategy formulation in various business contexts	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test, Analysis of Case Study
II	Ability to analyse the broad macro and industry specific external environment	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test, Analysis of Case Study
III	Ability to analyse the internal resource and capability environment of the organisation	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test, Analysis of Case Study
IV	Ability to understand how organizations can try to achieve sustainable competitive advantage	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test, Analysis of Case Study
V	Ability to comprehend the distinction between cost based and differentiation strategies	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test, Analysis of Case Study