

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

401:Strategic Management

Marks: 100

Duration: 60 Hrs.

CREDITS: 4

Objective:The course is designed to provide a framework for integrating the knowledge acquired by a student in diverse foundation and functional courses offered throughout the two-year M.B.A. program. The case studies and other participative methods of instruction will be extensively used for developing knowledge skills, and attitudes relevant to policy formulation and administration.

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

CO1: Illustrate the strategy implementation process.

CO2: Evaluate the situation for strategic change

CO3: Analyze and evaluate the work methods and create more efficient ways of performing a job

CO4: Design, formulate and implement strategy in an organization

Contents:

UNIT	Content	Hours
I	Strategy Implementation Process: Interdependence of formulation and implementation of Corporate Strategy, Forward Linkage and Backward Linkage, Strategy Implementation Process,, Selection of an implementation approach.	11
II	Analysing Organisation Structure: Organization Structure, Approaches to Organization Structure, Matching Structure to Strategy, Resources Allocation.	11
III	Analysing Strategic Change: Need for Change, Types of Change, Change Agents, Strategic Change, Levels of Strategic Change, Resistance to Change, Corporate Culture and Climate, Organization Development Interventions.	10
IV	Leadership and Functional Implementation: Leadership Implementation, Sources of Organizational Power and Politics, Functional Implementation - Production Policies, Marketing Policies, Financial Policies, Human Resources Policies and Research & Development Policies.	10
V	Strategic Evaluation and Control: Organizational Control and Strategic Control, Process of Strategic Control, Strategic Control and Environmental Factors, Information for Strategic Control, Implementing Strategic Control.	10
	Small group learning exercise involving discussion, case studies role-play, presentations by students	8
	TOTAL	60Hours

Readings (Unit Wise)

Unit-I

1. Azhar Kazmi & Adela Kazmi (2020). Strategic Management, MCGraw Hill
2. Hill, C. W. L. & Jones, G. R. (2008). Strategic Management: An integrated approach, 8th Edition, Houghton Mifflin.

Unit-II

1. AzharKazmi& Adela Kazmi(2020). Strategic Management, MCGraw Hill

Unit-III

1. AzharKazmi& Adela Kazmi(2020). Strategic Management, MCGraw Hill

Unit-IV

1. AzharKazmi& Adela Kazmi(2020). Strategic Management, MCGraw Hill
2. Hill, C. W. L. & Jones, G. R. (2008). Strategic Management: An integrated approach, 8th Edition, Houghton Mifflin.

Unit-V

1. AzharKazmi& Adela Kazmi(2020). Strategic Management, MCGraw Hill
2. Hill, C. W. L. & Jones, G. R. (2008). Strategic Management: An integrated approach, 8th Edition, Houghton Mifflin.

Additional Reading

- 1 Hill, C. W. L. & Jones, G. R. (2008). Strategic Management: An integrated approach, 8th Edition, Houghton Mifflin.
- 2 Bartlett, C. A. and Ghoshal, S. (1994). Changing the role of top management: Beyond strategy to purpose. Harvard Business Review. November-December: 70-88.
- 3 Bhagat, R. S., Kedia, B. L., Harveston, P. D., &Triandis, H. C. (2002). Cultural variations in the cross-border transfer of organizational knowledge: An integrative framework. Academy of Management Review, 27(2): 204-221.
- 4 Dean, T. J., Brown, R. L., & Bamford, C. E. (1998). Differences in large and small firm responses to environmental context: Strategic implications from a comparative analysis of business formations. Strategic Management Journal, 19:709-728.

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 relationship between strategic analysis and strategic implementation	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test
II	Ability to comprehend the distinction between firms and markets	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test
III	Ability to apply strategy principles to understand the benefits and costs of diversification	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test
IV	Ability to understand the international dimensions of strategic management	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test
V	Ability to study the major contemporary trends in strategic management	Lecture/Video/ Case/ Presentation/Role Play	Class participation, Presentation, Viva/ test