

Semester II

Name of the Programme : MBA (Financial Services)
Course Code : MGF-505
Course Title : Strategic Management
Number of Credits : 3
Effective from AY : 2022-23

Pre-requisites for the Course:	NIL	
Course Objectives:	To equip students with skills to analyse the business environment, identify, and implement business strategies most suitable to a given business scenario.	
Content:	<p>Unit 1 : Introduction <i>Nature of Strategic Management: Dimensions, benefits and risks, the strategic management process. Establishment of Strategic Intent: Business vision and mission, importance, characteristics and Components,evaluating mission statement, concept of goals and objectives.</i></p> <p>Unit 2 Environmental Appraisal <i>External Analysis: External assessment, concept of environment, Porter’s five force analysis, PESTELanalysis, industry and competitive analysis, environmental scanning</i> <i>Internal Analysis: Sustainable competitive advantage and profitability, SWOT analysis, strategy and culture,value chain analysis, organizational capability factors, Benchmarking.</i></p> <p>Unit 3 Competitive Strategies <i>Corporate-Level Strategies: Concentration, integration, diversification, expansion strategies, retrenchmentand combination strategies, internationalization, cooperation and restructuring</i> <i>Business Level Strategies: Industry structure, positioning of firm, generic strategies, business tactics,Internationalization.</i> <i>Strategy Analysis and Choice: Process for strategic choice, strategic analysis, industry analysis, corporateportfolio analysis, contingency strategies.</i></p> <p>Unit 4 Strategy Implementation <i>Structural Implementation: Types of organizational structures, organizational design and change, structuresfor strategies.</i> <i>Behavioural Implementation: stakeholders and strategy, strategic leadership, corporate cultureand strategic management, personal values and ethics, social responsibility and strategic management.</i> <i>Functional and Operational Implementation</i></p>	<p>10 Hours</p> <p>10 Hours</p> <p>15 Hours</p> <p>10 Hours</p>
Pedagogy:	Interactive Lectures/Discussions/ presentations/case study/ individual or group projects/ assignments/Class activities or a combination of some of these. The sessionsshall be interactive to enable peer group learning.	
References/ Readings:	<ol style="list-style-type: none"> 1. Arthur Thompson Jr., Margaret Petarf, John Gamble, Strickland III &Arun K.Jain. (2021). <i>Crafting and Executing Strategy</i>. MacGraw Hill Publication. 2. David, F., David, F., Kansal, P. (2018). <i>Strategic Management Concepts: A Competitive Advantage Approach</i>. Pearson. 	

	<p>3. Miller, A., Gregory G., (1995). <i>Strategic Management</i>. The McGraw-Hill Company, New York.</p> <p>4. Kazmi, A. and Kazmi A. (2020). <i>Strategic Management</i>. McGraw Hill.</p> <p>5. Wheelan, T. and Hunger, J. <i>Strategic Management and Business Policy: Globalization, Innovation and Sustainability</i>. Pearson.</p> <p>6. Hitt., M. (2017). <i>Strategic Management: Competitiveness and Globalization: Concepts and Cases</i>. Cengage India Pvt. Ltd.</p> <p>Reference websites: https://ebooks.lpude.in/commerce/mcom/term_4/DCOM506_DMGT502_STRATEGIC_MANAGEMENT.pdf</p>
Course Outcomes:	<p>Upon completion of this course, students will be able to:</p> <p>CO1. Integrate and apply knowledge to engage in strategic planning of businesses</p> <p>CO2. Perform environmental appraisal for a business organization.</p> <p>CO3. Identify suitable competitive strategies for business organization.</p> <p>CO4. Formulate and implement appropriate strategies from a holistic and multi-functional perspective.</p>