



**Dr. V. N. Bedekar Institute of Management, Thane**  
**Teaching Plan (MMS/PGDM)**  
**Academic Year (2015-2016)**

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Programme Name: MMS

Name of the Course: STRATEGIC MANAGEMENT

Maximum marks:100

No. of Sessions: 13

Name of the Faculty: Dr S S BEDI

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Weblink:

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**Learning Objectives:**

- 1 To appreciate the role of Strategic thinking in changing business environment
- 2 To understand the process of Strategy Formulation, Implementation & Evaluation
- 3 Focus on application & decision making

**Reference Books:**

**Reference Books:**

1. Pierce & Robinson, “Strategic Management: Formulation, Implementation & Control”, 9<sup>th</sup> Ed, Tata McGraw – Hill, N. Delhi
2. David Fred R, “Strategic Management: Concepts & Cases”, 10<sup>th</sup> Ed, Pearson – Prentice Hall, N. Delhi
3. Cherunilam Francis, “Strategic Management: A Book on Business Policy & Corporate Planning”, Himalaya Publishing House, Mumbai, 2008
4. Johnson & Scholes, “Explaining Corporate Strategy”, 6<sup>th</sup> Ed, Pearson Education, Delhi
5. Kachru Upendra, “Strategic Management: Concepts and Cases”, Excel Books, N. Delhi
6. Barney Jay, “Gaining & Sustaining Competitive Advantage”, 2<sup>nd</sup> Ed, Prentice – Hall, N. Delhi
7. Patil Ashish, “Mergers & Acquisitions” SAAA Capital Pte. Ltd, Singapore

DR VN BRIMS/REC/ACA/05



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8. Renee Mauborgue, W. Chan Kim, Blue Ocean Strategy, Harvard Business Review, 2005
9. Gary Hamel, C.K. Prahalad, Competing for the Future, Harvard Business Review, 1994
10. Thomson, Strickland, Gamble & Jain, “Crafting & Executing Strategy”, 14th Ed, Tata McGraw – Hill, N.Delhi
11. Nag A, “Strategic Management – Analysis, Implementation & Control”, - Vikas Publishing House, 2011
12. Mintzberg Henry, “Strategic Safari”, 2009, Prentice - Hall Inc, New York.
13. Grant Robert, “Contemporary Strategic Management”, 6th Ed, Wiley India
14. Hit, Ireland, Hoskisson & Manikutty, “Strategic Management: A South – Asian Perspective”, 9th Ed, Cengage Learning, Delhi
15. Wheelen & Hunger, “Strategic Management and Business

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**Plan:**

Session No	Topics to be covered	Books referred/ Recommended/ References- Print/Articles/ News/Research papers/ Online database/ Software /Simulations used	Learning outcomes	Evaluation of Students understanding by MCQs, Quiz, Short Test
1	1 Introduction to Strategic Management and schools of Strategic formulation and implementation & evaluation	<u>Wheelen &amp; Hunger, “Strategic Management and Business</u>	Familiarization with terminologies and processes of Strategic Management	discussion
2	Globalization, addressing a VUCA environment with a bottoms – up approach (Volatile, Uncertain, Complex and Ambiguous time)	Pierce & Robinson, “Strategic Management: Formulation, Implementation & Control”, 9th Ed, Tata McGraw – Hill, N. Delhi 2. David Fred R, “Strategic Management: Concepts & Cases”, 10th Ed, Pearson – Prentice	Understanding of Strategic Management so as to enable the students	discussion



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		Hall, N. Delhi	shoulder responsibilities in the ever changing global arena	
3	PESTEL & SWOT as tools for strategic formulation	Hit, Ireland, Hoskisson & Manikutty, “Strategic Management: A South – Asian Perspective”, 9 <sup>th</sup> Ed, Cengage Learning, Delhi <u>Wheelen &amp; Hunger, “Strategic Management and Business</u>	Environmental scanning and appreciation of external business environment for effective strategy formulation	case
4	BCG matrix / GE matrix, 7S McKinsey models as tools for strategic formulation	1. Pierce & Robinson, “Strategic Management: Formulation, Implementation & Control”, 9 <sup>th</sup> Ed, Tata McGraw – Hill, N. Delhi 2. David Fred R, “Strategic Management: Concepts & Cases”, 10 <sup>th</sup> Ed, Pearson – Prentice Hall, N. Delhi	SBU portfolio management and strategic coherence	case
5	Ansoff matrix, Grand strategy as tools for strategic formulation	Grant Robert, “Contemporary Strategic Management”, 6 <sup>th</sup> Ed, Wiley India . Hit, Ireland, Hoskisson & Manikutty, “Strategic Management: A South – Asian Perspective”, 9 <sup>th</sup> Ed, Cengage Learning, Delhi <u>Wheelen &amp; Hunger, “Strategic Management and Business</u>	Acquaintance with tools of strategic fit	case
6	Porter’s Generic strategies and Value chain	<u>Wheelen &amp; Hunger, “Strategic Management and Business</u>	Understanding industry analysis and	case



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			sustainable competitive advantage	
7	Internal Competences & Resources Core, Distinctive, Strategic & Threshold Competence, Competence vs Capability, Resource Analysis , Value Chain Analysis, Strategic Outsourcing Core competence and synergy,	Pierce & Robinson, “Strategic Management: Formulation, Implementation & Control”, 9 <sup>th</sup> Ed, Tata McGraw – Hill, N. Delhi 2. David Fred R, “Strategic Management: Concepts & Cases”, 10 <sup>th</sup> Ed, Pearson – Prentice Hall, N. Delhi	Leveraging Sustainable unique advantage with path dependence	discussion
8	Red – Blue - Purple Ocean strategy	Pierce & Robinson, “Strategic Management: Formulation, Implementation & Control”, 9 <sup>th</sup> Ed, Tata McGraw – Hill, N. Delhi 2. David Fred R, “Strategic Management: Concepts & Cases”, 10 <sup>th</sup> Ed, Pearson – Prentice Hall, N. Delhi	Identifying strategic gaps in the market and filling them with unique advantage	case
9	Competing in Global Markets: Differences in Cultural, Demographic and Markets, Multi Country and Global competition concepts, Strategy options Competing in Emerging Markets	Hit, Ireland, Hoskisson & Manikutty, “Strategic Management: A South – Asian Perspective”, 9 <sup>th</sup> Ed, Cengage Learning, Delhi <u>Wheelen &amp; Hunger, “Strategic Management and Business</u>	Understanding organizational growth options, strategizing and implementing them	case
10	Mergers and Acquisitions, Strategic alliance & Joint Ventures, Vertical Integration, Offensive , Defensive Strategies,	Pierce & Robinson, “Strategic Management: Formulation, Implementation & Control”, 9 <sup>th</sup> Ed, Tata McGraw – Hill, N. Delhi 2. David Fred R, “Strategic Management: Concepts & Cases”, 10 <sup>th</sup> Ed, Pearson – Prentice	Understanding non- financial perspective and strategic parameters in the	discussion



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		Hall, N. Delhi	globalized world	
11	Strategy Evaluation and Control Types of Control, Evaluation & Control Criteria Pre & Post Implementation	<u>Wheelen &amp; Hunger, “Strategic Management and Business</u>	Understanding of evaluation and control processes to ensure effective implementation	discussion
12	Change management and Turn – around strategies	Change management and Turn – around strategies	Multi directional, innovative ways of business growth, aligning organizational forces to achieve desired objectives	case
13	Case studies & presentation	Presentations	revision	revision
14				
15				



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**2. Practical Approach : Other activities (Atleast 4 distinct activities)**

<b>Sr. No.</b>	<b>Activity Name</b>	<b>Topic Coverd</b>	<b>Learning outcomes</b>	<b>Source</b>
1	Role Play			
2	Industry Visit			
3	Academic Projects	<b><u>Ansoff grid</u></b>	<b><u>Studying opportunity</u></b>	<b><u>Reincarnation.. balm case</u></b>
4	Book Review			
5	Group Discussion	<b><u>Competitive advantage</u></b>	<b><u>Evaluating external enviornment</u></b>	<b><u>Dell computersd</u></b>
6	Business Quiz / Business News sharing			
7	Videos / Simulation			
8	Use of Softwares and Labs			
9	Any other activity	<b><u>New products</u></b>	<b><u>strategies</u></b>	<b><u>Proctor &amp; gamble</u></b>



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**Evaluation:**

**I) Internal:**

<b>Component</b>	<b>Details</b>	<b>Marks</b>
Class Test		
Presentation	Marico industries	10
Case Study	Dell case, wish-n-shop, proctor and gamble, reincarnation of product.	15
Participation	Assignment- questions	15
Others		

**Signature of Faculty**

**Signature of the Co-ordinator**