



**Dr. V. N. Bedekar Institute of Management, Thane**  
**Teaching Plan (MMS/PGDM)**  
**Academic Year (2017-2018)**

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Programme Name: PGDM

Semester: V

Name of the subject: Strategic Management

Maximum marks: 100

No. of Sessions: 10

Name of the Faculty: Dr. Bedi

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Weblink:

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**Learning Objectives:**

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- 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

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**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



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Planning”, Himalaya Publishing House, Mumbai, 2008

4. Johnson & Scholes, “Explaining Corporate Strategy”, 6th Ed, Pearson Education, Delhi

5. Kachru Upendra, “Strategic Management: Concepts and Cases”, Excel Books, N. Delhi

6. Barney Jay, “Gaining & Sustaining Competitive Advantage”, 2nd Ed, Prentice – Hall, N. Delhi

7. Patil Ashish, “Mergers & Acquisitions” SAAA Capital Pte. Ltd, Singapore

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

**Plan:**

<b>Session No</b>	<b>Topics to be covered</b>	<b>Books referred/ Recommended/ References- Print/Articles/ News/Research papers/ Online database/ Software /Simulations used</b>	<b>Learning outcomes</b>	<b>Evaluation of Students understanding by MCQs, Quiz, Short Test</b>
1	Introduction to Strategic Management and schools of Strategic formulation and implementation & evaluation	1. 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	Familiarization with terminologies and processes of Strategic	Discussion



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		Hall, N. Delhi	Management	
2	PESTEL & SWOT 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	Environmental scanning and appreciation of external business environment for effective strategy formulation	CASE
3	BCG matrix / GE matrix	Johnson & Scholes, “Explaining Corporate Strategy”, 6 <sup>th</sup> Ed, Pearson Education, Delhi . Kachru Upendra, “Strategic Management: Concepts and Cases”, Excel Books, N. Delhi . Barney Jay, “Gaining & Sustaining Competitive Advantage”, 2 <sup>nd</sup> Ed, Prentice – Hall, N. Delhi	SBU portfolio management	Discussion
4	7S McKinsey models as tools for strategic formulation	Johnson & Scholes, “Explaining Corporate Strategy”, 6 <sup>th</sup> Ed, Pearson Education, Delhi . Kachru Upendra, “Strategic Management: Concepts and Cases”, Excel Books, N. Delhi . Barney Jay, “Gaining & Sustaining Competitive Advantage”, 2 <sup>nd</sup> Ed, Prentice – Hall, N. Delhi	Operating a company successfully	Case
5	Porter’s Generic strategies and Value chain	<u>Wheelen &amp; Hunger, “Strategic Management and Business</u>	Effective implementation of strategies	Role play
6	Internal Competences & Resources Core, Distinctive, Strategic &	David Fred R, “Strategic Management: Concepts & Cases”, 10 <sup>th</sup> Ed, Pearson – Prentice	Leveraging Sustainable	case



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	Threshold Competence, Competence vs Capability, Resource Analysis VRIO frame work	Hall, N. Delhi	unique advantage with path dependence	
7	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	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	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 Hall, N. Delhi	Understanding non- financial perspective and strategic parameters in the globalized world	discussion
10	Presentation	Presentation		
11				
12				



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13				
14				
15				

**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>Competative advantage</u></b>	<b><u>Evaluating external enviornment</u></b>	<b><u>Rupali cafe</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>FMCG case</u></b>



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**Evaluation:**

**I) Internal:**

<b>Component</b>	<b>Details</b>	<b>Marks</b>
Class Test		
Presentation	Market research on strategic management	15
Case Study	Dell case, wish-n-shop, proctor and gamble, reincarnation of product.	15
Participation	Assignments	10
Others		

**Signature of Faculty**

**Signature of the Co-ordinator**