



Dr. V. N. Bedekar Institute of Management, Thane
Teaching Plan (MMS/PGDM)
Academic Year (2016-2017)

Programme Name: MMS / PGDM:

Name of the Course: Strategic Management

Maximum marks:

100

No. of Sessions: 15

Name of the Faculty: Kala Mahadevan

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Weblink:

Learning Objectives:

- **To understand the importance of strategies in an organization's functioning**
 - **To recognize the role that Strategic Management plays in an organization's performance**
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Reference Books:

1. Essentials of Strategic Management – J David Hunger and Thomas L Wheelan
 2. Understanding Strategic Management – Anthony E Henry
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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 & 2	Introduction to Strategic Management, What is Strategy, Values, Vision and Mission Statements, Levels of Strategy, Strategic Management Process	<ul style="list-style-type: none"> ● Essentials of Strategic Management – J David Hunger and Thomas L Wheelan ● Understanding Strategic Management – Anthony E Henry <p>Case Study: Envisioning Exercise for Vinimay Trust</p> <p>Video: Our Credo – Johnson & Johnson</p> <p>Class Activity/ Group Discussion: Evaluating Mission Statements</p>	<ul style="list-style-type: none"> ● To understand what is meant by strategy, discuss the role of values, vision and mission statements, to study the strategic management process, to understand the various aspects of Strategic Intent 	<ul style="list-style-type: none"> ● Live Case Study. Students will be asked to develop a Vision, Mission and Value statement for Vinimay Trust, an existing NGO which is going through the process of Envisioning currently.
3 & 4	External Environment Analysis, Industry Analysis and Competitor Analysis <ul style="list-style-type: none"> ● Analysis of General Environment - PESTLE ● Analysis of Industry Environment <ul style="list-style-type: none"> ○ Porter’s 5 Forces Model 	<ul style="list-style-type: none"> ● Essentials of Strategic Management – J David Hunger and Thomas L Wheelan ● Understanding Strategic Management – Anthony E Henry <p>Class Activity/ Group Presentation:</p> <p>1. Analysis of Porters 5 Forces for a few companies</p>	<ul style="list-style-type: none"> ● Define what constitutes the General Environment for a firm, use of PESTLE and Issues Priority Matrix to understand the strategic factors relevant to a firm. ● Understand the Industry in which the 	<ul style="list-style-type: none"> ● Internal Test ● Group Discussion ● Case Study Presentation



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	<ul style="list-style-type: none"> ○ Driving Forces Analysis ○ Strategic Grouping 	<p>2. Development of an EFE for a fast food chain</p> <p>3. Develop a Competitive Profile Matrix</p>	<p>firm operates, Use of strategic grouping to analyse the groups within an industry</p> <ul style="list-style-type: none"> ● Use of various tools for Industry Analysis 	
5 & 6	Internal Environment Analysis	<ul style="list-style-type: none"> ● Essentials of Strategic Management – J David Hunger and Thomas L Wheelan ● Understanding Strategic Management – Anthony E Henry <p>Case Study Exercise: To conduct a Value Chain Analysis for a company</p> <p>Video: Coke Value Chain</p> <p>Case Study: Netflix</p> <p>Case Study: Sustainability at IKEA Group</p>	<ul style="list-style-type: none"> ● To understand the analysis of the Company's internal Environment ● To assess the Internal Environment of a firm through tools such as Resource Based View, Value Chain Analysis, SWOT Analysis, GE Nine cell Matrix and the BCG Matrix 	<ul style="list-style-type: none"> ● Internal Test ● Group Discussion ● Case Study Presentation
7 & 8	Strategy Formulation and Generic Competitive Strategies	<ul style="list-style-type: none"> ● Essentials of Strategic Management – J David Hunger and Thomas L Wheelan ● Understanding Strategic Management – Anthony E Henry <p>Case Study: Maggi Noodles Safety Crisis in India</p> <p>Case Study: Tata Swach: What Strategy to Pursue</p>	<ul style="list-style-type: none"> ● To understand Generic Competitive strategies of Cost Leadership, Differentiation and Focus ● To learn about the grand Strategies- Stability and Growth strategies, Diversification, Strategic Alliances and Partnerships 	<ul style="list-style-type: none"> ● Internal test ● Case Studies



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		<p>Case Study: Suntech Power- Competition and Financing in China's Solar Power Industry</p>		
9	International Strategies and Globalization	<ul style="list-style-type: none"> ● Essentials of Strategic Management – J David Hunger and Thomas L Wheelan ● Understanding Strategic Management – Anthony E Henry <p>Case Study: Enove: Business Strategy in a Transitioning Economy</p>	<ul style="list-style-type: none"> ● To understand the different perspectives of globalization ● To use Porter's Diamond to explain the competitive advantages of nations ● To understand the various types of International Strategies followed by companies ● 	<ul style="list-style-type: none"> ● Internal Test ● Case Studies
10 & 11	Strategy Implementation	<ul style="list-style-type: none"> ● Essentials of Strategic Management – J David Hunger and Thomas L Wheelan ● Understanding Strategic Management – Anthony E Henry <p>Class Activity: Developing Product Positioning maps for:</p> <p>(a) Pvt and public sector banks in India</p> <p>(b) McDonalds</p>	<ul style="list-style-type: none"> ● To understand the components of a Strategic plan and learn about the barriers to strategy implementation ● To match Organization structure to strategy ● Blue and Red Ocean Strategies ● Strategic Leadership ● Strategies for the Internet economy 	<ul style="list-style-type: none"> ● Internal Test ● Case Studies
12	Strategic Evaluation and Control	<ul style="list-style-type: none"> ● Essentials of Strategic Management – J David Hunger and Thomas L Wheelan 	<ul style="list-style-type: none"> ● Evaluation and control in Strategic 	<ul style="list-style-type: none"> ● Internal Test



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		Case Study: Prepare a Strategy Evaluation Report for BRIMS	Management, Strategic information systems • Financial Impact of Strategies	• Case Studies
13	Miscellaneous Management Topics	• Understanding Strategic Management – Anthony E Henry	• Social Responsibility • Economic Value Added • Market Value Added • Environmental Sustainability	• Internal Test • Case Studies
14 & 15	Case Study Presentations			

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

Sr. No.	Activity Name	Topic Covered	Learning outcomes	Source
1	Role Play			
2	Industry Visit			
3	Academic Projects			
4	Book Review			
5	Group Discussion/ Group Presentations/ Class Activities	1. Evaluating Mission statements 2. Analysis of Porters 5 Forces Model for a few companies	To understand the various components of Mission statements using examples To understand the practical applications of the Porters 5	Strategic Management- Concepts and Cases by Fred R David



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		<p>3. Development of an External Factors Evaluation (EFE) matrix for a fast food chain</p> <p>4. Development of a Competitive Profile Matrix for a company</p> <p>5. Develop Product Positioning Maps</p>	<p>Forces Model</p> <p>To use a real life company to understand how an EFE matrix is developed and how the implications of the same are analysed.</p> <p>To use a real life company to understand how an EFE matrix is developed and how the implications of the same are analysed.</p> <p>To understand how product positioning maps are developed for companies in an industry and analyse the implications of the same.</p>	
6	Business Quiz / Business News sharing			
7	Videos	<p>Our Credo: Johnson & Johnson</p> <p>Coke Value Chain</p>	<ul style="list-style-type: none"> • To understand how a company develops its Vision and Core Values • Development of the Value Chain Analysis 	<p>https://www.youtube.com/watch?v=uk9j-5l4jVA</p> <p>https://www.youtube.com/watch?v=gN8bhTfwpdQ</p>
8	Use of Softwares and Labs			
9	Any other activity – Case Studies	As outlined in the first table		



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Evaluation:

I) Internal:

Component	Details	Marks
Class Test	2-3 class tests held over the term. Either Average performance or best of tests given would be used to arrive at the final score	20
Presentation, Assignment etc.	Group Presentations and Assignments based on topics covered. Presentations could be based on Case Studies or Analysis of a certain topic. Students would be graded based on presentation content and creativity, presentation delivery, aids used and ability to answer questions effectively	10
Class Participation	Participation in class, general awareness, articulation of issues during class discussion and ability to think through and analyse issues whilst discussing questions posed in class. Attendance would also be factored in.	5
Student Conduct	Overall conduct, body language, leadership qualities	5

Signature of Faculty

Signature of the Co-ordinator