



Dr. V. N. Bedekar Institute of Management Studies, Thane
Teaching Learning Plan - MMS
Academic Year: 2020-2021

Programme: MMS Semester: III Specialisation: Period: August 2020 to Nov 2020
Course Code: MMS
Name of the subject: Strategic Management
Maximum marks: 100 (60+40) No. of Sessions: 14 (Total 40 hrs)
Name of the Faculty: Kala Mahadevan
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Program Outcomes (PO)	Course Outcomes (CO)
<ol style="list-style-type: none">1. Nurture leadership skills, team-membership skills and mutual trust.2. Demonstrate decision-making ability.3. Ability to develop culture of technology-usage.4. Inculcate social sensitivity among students.5. Integrate and apply business knowledge and management techniques for problem-solving / analytical skills.	<ol style="list-style-type: none">1. Develop strategic thinking in changing business environment2. Design the process of strategy formulation, Implementation and evaluation3. Apply the strategic management process for decision making in the organization

Reference Books:

- 1. Strategic Management: A South Asian Perspective – Hitt, Ireland, Hoskisson, Manikutty**
- 2. Strategic Management: Formulation, Implementation and control – Pearce and Robinson**
- 3. Strategic Management – Concept and Cases – David Fred R**

A. Plan:

<u>Session No.</u>	<u>Pl. Date</u>	<u>Topic</u>	<u>Ref. Study Material</u>	<u>Course Outcomes</u>
1		Module 1 - Introduction to Strategic Management and Schools of Strategy Formulation	<ul style="list-style-type: none">Strategic Management: A South Asian Perspective – Hitt, Ireland, Hoskisson, Manikutty – Chapter 1	1
2		Module 1 - Introduction to Strategic Management and Schools of Strategy Formulation Module 2 – External Environment Analysis – VUCA/ Analysis of General Environment – PESTEL/ Analysis of Industry Environment – Porter’s 5 Forces model and Competitor Analysis	<ul style="list-style-type: none">Strategic Management: A South Asian Perspective – Hitt, Ireland, Hoskisson, Manikutty – Chapter 1 and 2	1 2



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<u>Session No.</u>	<u>Pl. Date</u>	<u>Topic</u>	<u>Ref. Study Material</u>	<u>Course Outcomes</u>
3		Module 2 Contd Module 3 – Internal Environment Analysis - Sustained competitive advantage, Resources, Capabilities and competencies, VRIO analysis, SWOT/ TOWS Matrices, Value Chain Analysis, Strategic Outsourcing, Benchmarking	<ul style="list-style-type: none"> Strategic Management: A South Asian Perspective – Hitt, Ireland, Hoskisson, Manikutty – Chapter 3 	2 and 3
4		Module 3 Contd Module 4 – Strategy Formulation Tools and Generic Competitive Strategies – BCG/ GE 9 Cell/ McKinsey's 7 S/ Ansoff Matrix, Porter's Generic competitive strategies, Grand Strategies, Growth, Expansion and Retrenchment strategies, Competitive rivalry and dynamics	<ul style="list-style-type: none"> Strategic Management: A South Asian Perspective – Hitt, Ireland, Hoskisson, Manikutty – Chapters 4, 5, 6 	2 and 3
5		Module 4 contd	<ul style="list-style-type: none"> Strategic Management: A South Asian Perspective – Hitt, Ireland, Hoskisson, Manikutty – Chapters 4, 5, 6 	2 and 3
6		Internal Test & Group Presentations		
7		Module 4 Contd Module 5 – Red, Blue and Purple Ocean Strategies	<ul style="list-style-type: none"> Strategic Management: A South Asian Perspective – Hitt, Ireland, Hoskisson, Manikutty – Chapters 4, 5, 6 https://www.blueoceanstrategy.com/ 	2 and 3
8		Module 6 – International Strategies and Globalization	<ul style="list-style-type: none"> Strategic Management: A South Asian Perspective – Hitt, Ireland, Hoskisson, Manikutty – Chapter 8 	2 and 3
9		Module 7 – Strategic Acquisition, Restructuring and Cooperative Strategies	<ul style="list-style-type: none"> Strategic Management: A South Asian Perspective – Hitt, Ireland, Hoskisson, Manikutty – Chapters 7 and 9 	2 and 3
10		Module 8 – Strategy Implementation and Control	<ul style="list-style-type: none"> Strategic Management: A South Asian Perspective – Hitt, Ireland, Hoskisson, Manikutty – Chapter 11 	2 and 3
11		Module 9 – Change Management and Turnaround Strategies	<ul style="list-style-type: none"> Slide deck to be shared 	2 and 3
12		Internal Test & Lecture		
13		Group Presentations		
14		Group Presentations and Revision		



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B. Practical Approach: Other activities

Sr. No.	Activity Name	Topic Covered	Learning outcomes	Source
1	Case study (Current Affairs)	<ol style="list-style-type: none"> 1. Sustainability at IKEA group 2. Maggi Noodles Safety Crisis 3. Tata Swach Case Study 4. TESCO Case Study on Vision, Mission and Values 5. Suntech Power – Competition and Financing in China’s Solar Power Industry 6. Enove – Business Strategy in a transitioning economy 7. Netflix Case Study on Porter, SWOT and Key Success Factors 	To be able to analyse the issues related to the case study and take appropriate decisions/ recommend solutions.	<ol style="list-style-type: none"> 1. https://www.hbs.edu/faculty/Pages/item.aspx?num=47920 2. www.casecentre.org 3. INSEAD Business School 4. The Times 100 Business Case studies 5. https://hbr.org/product/suntech-power-competition-and-financing-in-chinas-solar-industry/W15476-PDF-ENG 6. https://hbr.org/product/enove-business-strategy-in-a-transitioning-economy/W16035-PDF-ENG 7. http://robertdaigle.com/wp-content/uploads/2014/01/BowenDaigleDionValentine_NetflixCaseStudy.pdf
2	Academic Projects	<ul style="list-style-type: none"> • Porter’s 5 forces Analysis – leading companies in any one or two sectors • Development of a Competitive Profile Matrix 	To analyse the matrixes/ models in a homebound assignment activity and develop the same for any company	
3	Group Discussion			
4	Role Play			
5	Industry Visit			
6	Business Quiz / Business News sharing			
7	Videos / Simulation	<ul style="list-style-type: none"> • Our Credo – Johnson & Johnson 		https://www.youtube.com/watch?v=uk9j-5l4jVA



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		<ul style="list-style-type: none">Coke Value Chain		https://www.youtube.com/watch?v=gN8bhTfwpdQ
8	Use of Software and Labs			
9	Any other activity			

C. Innovative Pedagogy adopted:

Hands on development of important matrices such as BCG matrix or Competitor Profile Matrix for an organization.

Prepared by: Kala Mahadevan
Faculty

Approved by:
Specialisation Head

Date: July 18, 2020

Date:

A. Execution:

Session No.	Actual Date	Topic Covered	Evaluation Method	Case Study Ref.	Quiz Ref.	CR Sign

B. Evaluation:

Component	Details	Marks
Presentations	Mandatory	10
Class Tests	Mandatory (MCQ, Descriptive, etc)	20
Attendance & Active	Mandatory	5



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Participation		
Overall Conduct	Mandatory	5
Final Exam	Mandatory	60

Comments / Suggestions / Recommendations:

Suggestions (if any) to students on subject related Certificate/Diploma or Add-on program: -

Signature of Faculty

Signature of Co-ordinator