

**MBA Part-II Sem-IV**  
**401-Strategic Management**

**Course Overview**

The objective of this course is to have a good understanding of Strategic Management as applicable in real life Business Management. The main objective of the course is to develop a set of skills among the students with management guidelines to solve business related and general decision for problems.

At the end of the course, the students should be able to - (1) develops the skills to identify the appropriate business strategic; (2) analyse the business problems, and (3) learn about firm's product-market position, inter-linked business, weaknesses of the business.

**Course Content**

**Group1**

**Defining Strategic Management:** Characteristics of strategic management, types and hierarchy, the Strategic management model and process.

**Vision and Mission:** Importance of Mission and Vision statements, writing a mission statement.

**Environmental Scanning:** Internal and External environment.

**External Audit:** Economic, Socio-Cultural, Demographic, Political, Legal and Technological Forces.

**Competitive Analysis:** Porter's Five Forces Model, The External Factor Evaluation (EFE) Matrix, The Competitive Profile (CPM) Matrix.

**Internal Audit:** Integrating strategy and culture, management, marketing, finance/accounting, operations, research and development, management information system. Mc Kinsey's 7s Framework. The Internal Factor Evaluation (IFE) Matrix.

**Group2**

**Strategies in Action:** Setting Organizational Objectives. Types of Strategies- Integration, Intensive, Diversification and Defensive Strategies. Porter's Generic Strategies.

**Strategy Analysis and Choice:** Strategy - Formulation Framework - The Input Stage, The Matching Stage - Environmental Threat and Opportunity Profile (ETOP) Matrix, SWOT Analysis, GE 9 Cell Model, SPACE Matrix, BCG Matrix, The Internal External Matrix, The Grand Strategy Matrix. The Decision Stage - The Quantitative Strategy Planning Matrix (QSPM).

**Implementing Strategies:** Annual Objectives, Policies, Resource Allocation, Managing Conflict, Matching Structure with Strategy. Managing Resistance to Change, Creating strategy supportive culture. Marketing, Finance, R&D, MIS Issues in Strategy Implementation. Strategy review and control.

**Pedagogy:**

The Instructor is expected to use leading pedagogical approaches in the class room situation, research-based methodology, innovative instructional methods, extensive use of technology in the class room, online modules of MOOCS, and comprehensive assessment practices to strengthen teaching efforts and improve student learning outcomes.

The Instructor of class will engage in a combination of academic reading, analyzing case studies, preparing the weekly assigned readings and exercises, encouraging in class discussions, and live project based learning.

**Case/Class Discussion Assignments:**

Students will work in groups of up to four to prepare a brief write-up due before the start of each class covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.

**Class Participation:**

Attendance will be taken at each class. Class participation is scored for each student for each class.

**Text and Readings:**

Students should focus on material presented in lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

- Lawrence, R.J. and William F. G. (5th Edition). *Business Policy and Strategic Management*. McGraw-Hill.
- John, A.P. and Robinson, R.B. (2011). *Strategic Management*. A.I.T.B.S. Publications, Delhi, 3rd Edition. Fred, R.D. (2005).
- *Strategic Management - Concepts and Cases*, Pearson Education, 10th Edition. Pearce, J.A., Robinson, Jr., Richard, B. and Mittal, A. (2004).
- "Strategic Management: Formulation, Implementation and Control. Tata McGraw Hill. Wheelen, T.L., Hungerford J. and Krish, R. (2005).
- *Concepts in Strategic Management and Business Policy*. Pearson Education, India. David, R.F. (2008).
- *Strategic Management- Concepts and Cases*. Pearson Education, India. Hill, C.W.L. and Jones, G.R. (2006).
- *An Integrated Approach to Strategic Management*. Cengage Learning. Thompson, A.A. Jr., Strickland, A.J. (1998).
- *The Quest for Competitive Advantage: Concepts and Cases*. TMH, New Delhi. Pitts, R.A. and Lei, D. (2012).
- *Strategic Management Building and Sustaining Competitive Advantage*. Thomson, India.

**Scheme of Examination**

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20 marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and



announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark sheet

- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject

**Instructions to the External Paper Setter**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these group. The III group will be a case study of 10 marks and shall be compulsory.



**MBA Part-II Sem-IV**  
**402-Organisational Development & Change**

**Course Overview**

The objective of this course is to have a good understanding of Organisational Development as applicable in real life organisations Management. The main objective of the course is to develop a set of skills among the students with management guidelines to solve organisations related and general decision for problems. At the end of the course, the students should be able to - (1) develops the skills to identify the appropriate Organisational Development and Change; (2) analyse the organisations problems, and (3) learn about firm's product-market position, inter-linked organisations, weaknesses of the organisations.

**Course Content**

**Group1**

**Organisational Change:** why, how, for whom, forces of change, significance and importance of change, nature of change, process of organisational change, coping strategies for change, resistance to change, managerial options for implementing change, guidelines facilitating change.

**Introduction to Organisational Development:** Definition, need, assumptions, historical development, and issues. Models and theories and planned change. Process of organisational development, issues in consultant-client relationship.

**Group2**

**Organisational Development Interventions:** Planning interventions; Human resource management intervention, Team interventions; Human process interventions, Techno-structural interventions. Inter group and Third party peacemaking interventions, Comprehensive interventions, Structural interventions, personal interventions,

**Development of Organisational Development:** Future of organisational development, Research on organisational development.

**Pedagogy:**

The Instructor is expected to use leading pedagogical approaches in the class room situation, innovative instructional methods, extensive use of technology in the class room, online modules of MOOCS, and comprehensive assessment practices to strengthen teaching efforts and improve student learning outcomes.

The Instructor of class will engage in a combination of academic reading, analyzing case studies, preparing the weekly assigned readings and exercises, encouraging in class discussions, and live project based learning.

**Case/Class Discussion Assignments:**

Students will work in groups of up to four to prepare a brief write-up due before the start of each class covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.



