



INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTOR

Course Title	STRATEGY AND SUSTAINABLE ENTERPRISE				
Course Code	CMBB20				
Programme	MBA				
Semester	II				
Course Type	CORE				
Regulation	IARE-R18				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	4	-	4	-	-
Chief Coordinator	Mr. NAGESH, Assistant Professor, MBA.				
Course Faculty	Mr. NAGESH, Assistant Professor, MBA.				

I. COURSE OVERVIEW:

This course introduces the key concepts, tools, and principles of strategy formulation and competitive analysis. It is concerned with managerial decisions and actions that affect the performance and survival of business enterprises. The course is focused on the information, analyses, organizational processes, and skills and business judgment managers must use to devise strategies, position their businesses, define firm boundaries and maximize long-term profits in the face of uncertainty and competition.

II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
PG	CMB006	II	HUMAN RESOURCE MANAGEMENT

III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
STRATEGY AND SUSTAINABLE ENTERPRISE	70 Marks	30 Marks	100

IV. DELIVERY / INSTRUCTIONAL METHODOLOGIES:

✓	Chalk & Talk	✓	Quiz	✓	Assignments	✗	MOOCs
✓	LCD / PPT	✓	Seminars	✗	Mini Project	✗	Videos
✗	Open Ended Experiments						

V. EVALUATION METHODOLOGY:

The course will be evaluated for a total of 100 marks, with 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 marks allotted for CIA during the semester, marks are awarded by taking average of two CIA examinations or the marks scored in the make-up examination.

Semester End Examination (SEE): The SEE is conducted for 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit carries equal weightage in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

The emphasis on the questions is broadly based on the following criteria:

50 %	To test the objectiveness of the concept.
50 %	To test the analytical skill of the concept OR to test the application skill of the concept.

Continuous Internal Assessment (CIA):

CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
	CIE Exam	AAT	
CIA Marks	25	05	30

Continuous Internal Examination (CIE):

Two CIE exams shall be conducted at the end of the 8th and 16th week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

Alternative Assessment Tool (AAT):

The AAT may include seminars, assignments, term paper, open ended experiments, five minutes video and MOOCs.

VI. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes (POs)		Strength	Proficiency assessed by
PO 1	Managerial Skills: Apply knowledge of management theories and practices to solve business problems.	2	Seminar
PO 4	Decision making Skills: Foster analytical and critical thinking abilities for data-based decision making.	3	Assignments
PO 6	Entrepreneurial Skills: Enhancing entrepreneurship abilities so that the students are induced to undertake independent ventures.	2	Assignments
PO 7	Strategic analysis: An ability to understand Professional and ethical Responsibility	3	Presentation on real-world problems

3 = High; 2 = Medium; 1 = Low

VII. COURSE OBJECTIVES:

The course should enable the students to:	
I	Addresses the management challenge of designing and implementing the best combination of marketing actions to carry out a firm's strategy in its target markets.
II	Applying the analytic perspectives, decision tools, and concepts of marketing to decisions involving segmentation, targeting and positioning, product offering.
III	Identify and demonstrate the dynamic nature of the environment in which marketing decisions are taken and appreciate the implications for marketing strategy determination and implementation.
IV	Analyze the relevance of marketing concepts and theories in evaluating the impacts of environmental changes on marketing planning, strategies and practices.

VIII. COURSE OUTCOMES (COs):

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMBB20.01	CO 1	Recognize the significance, limitations, origin and development of statistics.	PO 1	3
CMBB20.02	CO 2	Acquire the knowledge about different managerial applications of statistics in various fields in modern times and analyze the use of computers in statistics.	PO 1	3
CMBB20.03	CO 3	Discuss various types of measures of central tendency and measures of dispersion..	PO 1	3
CMBB20..04	CO 4	Analyze the different types of coefficient of skewness and the coefficient of variation.	PO 4	3
CMBB20..05	CO 5	Understand the tabulation and classification of data to draw effective solutions for solving problems.	PO 4	3
CMBB20..06	CO 6	Demonstrate the diagrammatical and graphical representation of data by using different dimensional diagrams.	PO 4	3
CMBB20..07	CO 7	Examine the differences between uni-variate, bi variate and multi variate data.	PO 6	2
CMBB20..08	CO 8	Apply different types of small sample tests and techniques of ANOVA.	PO 6	2

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMBB20..09	CO 9	Analyze correlation analysis and different types of coefficient of correlation.	PO 6	2
CMBB20..10	CO 10	Describe the regression analysis, time series analysis and trend analysis of data..	PO 7	3
CMBB20..11	CO 11	Know the characteristics, uses and different types of index numbers.	PO 7	3

3 = High; 2 = Medium; 1 = Low

IX. MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

Course outcomes	Program Outcomes (POs)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	3							
CO 2	3							
CO 3	3							
CO 4				3				
CO 5				3				
CO 6				3				
CO 7						2		
CO 8						2		
CO 9						2		
CO 10							3	
CO 11							3	

3 = High; 2 = Medium; 1 = Low

X. ASSESSMENT METHODOLOGIES – DIRECT

CIE Exams	PO1,PO4, PO6, PO7	SEE Exams	PO1,PO4, PO6, PO7	Assignments	PO4	Seminars	PO 7
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-						

XI. ASSESSMENT METHODOLOGIES - INDIRECT

✓	Early Semester Feedback	✓	End Semester OBE Feedback
✗	Assessment of Mini Projects by Experts		

XII. SYLLABUS

UNIT-I	STRATEGIC INPUTS
Introduction to strategic management, strategic management and competitiveness, technology and technology change: vision, mission and objectives, strategic leaders, strategic management process, the external environment: opportunities, threats, competition and competitor analysis, external environmental analysis, segments of the external environment, porters 5 force model, the internal environment: resource, capabilities, competencies and competitive advantages, analyzing internal organization ,building core competencies, value chain analysis, outsourcing.	
UNIT-II	FORMULATION OF STRATEGIC ACTIONS:BUSINESS LEVEL STRATEGY
Effectively managing relationships with customers, the purpose of business strategy, competitive rivalry and dynamics, a model of competitive rivalry, competitor analysis, drivers of competitive actions and responses, competitive rivalry and dynamics.	
UNIT-III	CORPORATE LEVEL STRATEGY
Levels of diversifications and reasons, value creating diversifications, strategic acquisitions a restructuring. Popularity of mergers and acquisitions strategies. Problems in achieving acquisition success and restructuring	
UNIT-IV	GLOBAL STRATEGY
Identifying international opportunities and international strategies, strategic competitive outcomes and risk in an international environment, corporate implications for strategy, strategic alliances, corporate level cooperative strategy and competitive risk with cooperative strategies.	
UNIT-V	STRUCTURE AND CONTROLS WITH ORGANISATIONS
Organizational structure and controls, evolutionary patterns of strategy and organizational structure, leadership implications for strategy, entrepreneurial implications for strategy.	
Text Books:	
<ol style="list-style-type: none"> 1. Le Albrecht, K. Brain Power: Learning to Improve Your Thinking Skills. New York: Simon and Schuster. 1980. 2. Allayer, Y., and M. E. Firsrotu, M.E. 1984. Theories of organizational culture. Organization Studies 5:193-226. 3. Allen, R.W.,et al. Organizational politics: Tactics and Characteristics of its actors. California Management Review 22: 77-83. 1979. 	

XIII. COURSE PLAN:

The course plan is meant as a guideline. Probably there may be changes.

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
1-2	Introduction to strategic management	CO 1	T1:22.5
3-4	Strategic management and competitiveness	CO 2	T1:22.5
5-6	technology and technology change	CO 2	T1:22.6 R1:2.6
7-9	vision, mission and objectives	CO 3	T1:22.7 R1:4.4
10-12	Strategic leaders	CO 3	T1:22.7 R1:4.10
13-15	strategic management process	CO 4	T1:22.8 R1:4.15
16-18	the external environment	CO 4	T1:22.9

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
			R1:5.4
19-20	opportunities, threats, competition and competitor analysis	CO 5	T1:22.9 R1:5.8
22-24	External environmental analysis	CO 5	T1:23.1 0 R1:6.8
25-28	segments of the external environment	CO 5	T1:23.1 0 R1:6.13
29-31	porters 5 force model, the internal environment:	CO 6	T1:23.9 R1:7.5
32-34	resource, capabilities, competencies and competitive advantages	CO 6	T1:23.1 0 R1:7.5
35-37	analyzing internal organization, building core competencies, value chain analysis, outsourcing.	CO 7	T1:23.1 0 R1:8.1
38-40	Effectively managing relationships with customers, the purpose of business strategy, competitive rivalry and dynamics, a model of competitive rivalry, competitor analysis	CO 8	T1:23.1 R1:9.2
41-44	A model of competitive rivalry, competitor analysis, drivers of competitive actions and responses, competitive rivalry and dynamics. Levels of diversifications and reasons,	CO 9	T1:23.1 R1:9.4
45-48	value creating diversifications, strategic acquisitions a restructuring, Popularity of mergers and acquisitions strategies, problems in achieving acquisition success and restructuring.	CO 10	T1:23.1 R1:9.9
49-52	Identifying international opportunities and international strategies, strategic competitive outcomes and risk in an international environment,	CO 11	T1:23.1 R1:9.10
53-55	corporate implications for strategy, strategic alliances, corporate level cooperative strategy and competitive risk with cooperative strategies	CO 11	T1:23.1 R1:9.11
56-58	Organizational structure and controls, evolutionary patterns of strategy and organizational structure	CO 11	T1:23.1 R1:9.12
59-61	leadership implications for strategy, entrepreneurial implications for strategy	CO 11	T1:23.1 R1:9.13

XIV. GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:

S No	Description	Proposed actions	Relevance with POs
1	To improve standards and analyze the concepts.	Seminars	PO 1
2	Conditional probability, Sampling distribution, correlation, regression analysis and testing of hypothesis	Seminars	PO 4
3	Encourage students to solve real time applications and prepare towards competitive examinations.	Assignments	PO 2

Prepared by:
Mr. P. NAGESH, Assistant Professor, MBA.

HOD, MBA