

STRATEGIC AND SUSTAINABLE ENTERPRISE

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB20	Elective	L	T	P	C	CIA	SEE	Total
		4	0	-	4	30	70	100
Contact Classes: 45	Tutorial Classes: 00	Practical Classes: Nil				Total Classes: 45		

OBJECTIVES:
The course should enable the students to:

- I. Develop a framework of analysis to enable students to identify central issues and problem in complex, comprehensive case; to suggest alternative course of action; and present well supported recommendations for future action.
- II. Describe the practical and integrative model of strategic management process that defines basic activities in strategic management.
- III. Analyze the competitive situation and strategic dilemma in dealing with dynamic global business environment in terms of rapidly changing market trends and technological advancement.
- IV. Evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry, and cultural differences.
- V. Develop skills to analyze and evaluate, both qualitatively and quantitatively, the performance of people responsible for strategic decisions.

COURSE OUTCOMES(CO'S):

CO1 : Understand as to the Strategic Management Process and various tasks of Strategic Management and to comprehend the procedure for formulating and implementing strategies with case studies.

CO2 : Demonstrate the importance of external environmental analysis as well prepare PESTLE Analysis and SWOT model for decision making.

CO3 : Integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives.

CO4 : Demonstrate a clear understanding of the concepts, tools & techniques used by executives in developing and executing strategies and will appreciate its integrative and interdisciplinary nature.

CO5 : Understand the corporate level strategy and also describe how related diversified firms create value by sharing or transferring core competencies.

CO6 : Explain three primary reasons why firms move from single-and dominant strategies to more diversified strategies.

CO7 : Identify the four factors that lead to a basis for international business-level strategies.

CO8 : Discuss the environmental trends affecting international strategy, especially of foreignness and regionalization.

CO9 : Define organizational structure and controls and discuss the difference between strategic and financial controls

CO10 : Understand the conceptual framework on Redesigning the Organization structure and control, Strategic Leadership and ethical standards in the changing environment

UNIT-I	STRATEGIC INPUTS	Classes: 10
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	Classes: 10
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	Classes: 09
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	Classes: 08
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 ORGANIZATIONS	Classes: 08
Organizational structure and controls, evolutionary patterns of strategy and organizational structure, leadership implications for strategy, entrepreneurial implications for strategy.		
Text books		
1. Abdulrahman Al-Aali, Abbas Ali, “Strategic Management: Concepts and Cases”, Pearson Publication, 1 st Arab World Edition, 2011. 2. Bowman EH, Singh H., “Overview of Corporate Restructuring: trends and consequences”. In Corporate Restructuring, McGraw-Hill, 1 st Edition, 1990. 3. Bleeke J, Ernst D, “Collaborating to Compete: Using Strategic Alliances and Acquisitions in the Global Marketplace”, John Wiley & Sons Publications, 1 st Edition, 1993		
Reference books		
1. Albrecht, K, _Brain Power: “Learning to Improve Your Thinking Skills”, Simon and Schuster Publications, 1 st Edition, 1980. 2. Allaire, Y., and M. E. Firsirotu, “Theories of Organizational Culture” Prentice Hall, 1 st Edition, 1999. 3. Allen, R.W, “Organizational Politics _Tactics and Characteristics of its Actors”, 1 st California Management Review, 1979.		
Web References		
1. http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_sm.pdf 2. http://202.28.25.105/elearning/courses/703309/document/StrategicManagementDavid.pdf?cidReq= 703309		
E-Text Books		
1. https://epdf.pub/queue/strategic-management-13th-edition.html 2. http://ebooks.lpude.in/commerce/mcom/term_4/dcom506_dmgt502_strategic_management.pdf		