



INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTOR

Course Title	STRATEGIC MANAGEMENT				
Course Code	CMBB05				
Programme	M.B.A				
Semester	III				
Course Type	CORE				
Regulation	IARE-R18				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	4	-	4	-	-
Chief Coordinator	Dr. T.SRINIVASA RAO, professor, MBA Department.				
Course Faculty	Dr. T.SRINIVASA RAO, professor, MBA Department.				

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	III	HUMAN RESOURCE MANAGEMENT

III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
STRATEGIC MANAGEMENT	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 Quiz/ Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
Type of Assessment	CIE Exam	Quiz / 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):

Two Quiz exams shall be online examination consisting of 25 multiple choice questions and are to be answered by choosing the correct answer from a given set of choices (commonly four). Marks shall be awarded considering the average of two quizzes for every course. 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)		Level	Proficiency assessed by
PO1	Managerial skills: Apply knowledge of management theories and practices to solve business problems	3	Lectures.
PO2	Decision making skills: Foster Analytical and critical thinking abilities for data-based decisionmaking solution.	3	Lectures
PO4	Communication skills: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	1	Seminar.
PO6	Entrepreneurial and Innovation skills: Demonstrate the skills in evaluating business opportunity and identifying sources of potential funding, and develop as successful entrepreneurs.	3	Lectures

3 = High; 2 = Medium; 1 = Low

VII. COURSE OBJECTIVES:

The course should enable the students to:	
I	An organization must achieve to make its strategy success
II	It helps achievement of measurable financial well-being and growth
III	Analyze the global strategy and risk in an international environment in an organization..
IV	Emphasis on structure and controls with organizations. and Problems in achieving acquisition success.

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
CMB012.01	CO 1	Understand strategic management, competitiveness, technology and technology change.	PO 1	3
CMB012.02	CO 2	Illustrate the external environmental analysis, segments of the external environment, porters 5 force model and the internal environment..	PO 2	3
CMB012.03	CO 3	Identify the effectively managing relationships with customers, the purpose of business strategy, competitive rivalry and dynamics.	PO 2	3
CMB012.04	CO 4	Design a model of competitive rivalry, competitor analysis, drivers of competitive actions and responses.	PO 3	1
CMB012.05	CO 5	Evaluate Levels of diversifications and reasons, value creating diversifications, strategic acquisitions and restructuring.	PO 3	3
CMB012.06	CO 6	Analyze the design procedures of Popularity of mergers and acquisitions strategies.	PO 4	3
CMB012.07	CO 7	Demonstrate the problems in achieving acquisition success and restructuring.	PO 4	2

CMB012.08	CO 8	Analyze and apply the new techniques of international opportunities and international strategies.	PO 6	3
CMB012.09	CO 9	Elucidate the concept of strategic competitive outcomes, risk in an international environment, the corporate implications for strategy and strategic alliances.	PO 6	2
CMB012.10	CO 10	Discuss the Organizational structure, controls and analyze the evolutionary patterns of strategy and organizational structure.	PO 7	3
CMB012.10	CO 11	Explain the concepts of leadership implications and entrepreneurial implications for strategy in firms.	PO7	3
CMB012.11	CO 12	Analyze the design procedures of Popularity of mergers and acquisitions strategies.	PO7	3

3 = High; 2 = Medium; 1 = Low

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

(COs)	Program Outcomes (POs)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	3							
CO 2		3						
CO 3		3						
CO 4			1					
CO 5					3			
CO 6				3				
CO 7				2				
CO 8						3		
CO 9						2		
CO 10							3	
C11							3	

3 = High; 2 = Medium; 1 = Low

X. ASSESSMENT METHODOLOGIES – DIRECT

CIE Exams	PO1,PO 4 , , PO 7	SEE Exams	PO1,PO 4, PO 6, PO 7	Assignments	PO 4	Seminars	PO 5
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 ORGANIZATIONS:
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. Robert N Lussier, “Management Fundamentals - Concepts, Applications, Skill Development, Cengage Learning”, First Edition, Pearson, 2012. 2. Dilip Kumar Battacharya,”Principles of Management”, Pearson, 2012 3. Harold Koontz, Heinz Weihrich, A.R.Aryasri, “Principles of Management”, TMH, 2010 	
Reference Books:	
<ol style="list-style-type: none"> 1. V.S.P.Rao, “Management Text and Cases”, Excel, Second Edition, 2012. 2. K.Anbuvelan, “Principles of Management”, University Science Press, First Edition, 2013 3. Andrew DuBrin, “Management Essentials”, Cengage Learning, “9E, International Edition”, 2012 	

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
1-5	Introduction to strategic management, strategic management and competitiveness	CO 1	T1:22.5
6-8	Vision, mission and objectives, strategic leaders, strategic management process.	CO 2	T1:22.5 R1:2.4
9-11	Segments of the external environment.	CO 2	T1:22.6 R1:2.6
12-15	Porters 5 force model and the internal environment: resource.	CO 3	T1:22.7 R1:4.4
16-18	Effective managing relationships with customers.	CO 3	T1:22.7 R1:4.10
19-21	Model of competitive rivalry, competitor analysis, drivers of competitive acquisition success.	CO 4	T1:22.8 R1:4.15
22-24	Organizational structure and controls, evolutionary patterns of strategy and organizational structure,	CO 4	T1:22.9 R1:5.4
25-32	International strategies, strategic competitive outcomes.	CO 5	T1:22.9 R1:5.8
33-35	Actions and responses, competitive rivalry and dynamic Levels of diversifications.	CO 5	T1:23.1 0 R1:6.8
36-38	Value creating diversifications, strategic acquisitions and restructuring.	CO 5	T1:23.1 0 R1:6.13
39-42	Popularity of mergers and acquisitions strategies, problems in achieving.	CO 6	T1:23.9 R1:7.5
43-45	Capabilities, competencies and competitive advantages.	CO 6	T1:23.1 0 R1:7.5
46-48	Purpose of business strategy, competitive rivalry and dynamics, restructuring	CO 7	T1:23.1 0 R1:8.1
49-51	Risk in an international environment, corporate implications for strategy,	CO 7	T1:23.1 R1:9.2
52-54	Entrepreneurial implications for strategy.	CO 7	T1:23.1 R1:9.4
55-58	Strategic alliances, corporate level cooperative strategy and competitive risk with cooperative strategies.	CO 8	T1:23.1 R1:9.9
59-63	Leadership implications for strategies.	CO 8	T1:23.1
64 - 68	Introduction to strategic management, strategic management and competitiveness	CO 8	T1:23.1
56-58	Vision, mission and objectives, strategic leaders, strategic management process.	CO 9	T1:23.1
69-71	Segments of the external environment.	CO 9	T1:23.1
72-74	Porters 5 force model and the internal environment: resource.	CO 9	T1:23.1
75-78	Model of competitive rivalry, competitor analysis, drivers of competitive acquisition success.	CO 9	T1:23.1
79- 81	Organizational structure and controls, evolutionary patterns of strategy and organizational structure,	CO 10	T1:22.9 R1:5.4
82 - 84	Organizational structure and controls, evolutionary patterns of strategy and organizational structure,	CO 10	T1:22.9 R1:5.8
85 -	Value creating diversifications, strategic acquisitions and	CO 10	T1:23.1

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
87	restructuring..		0 R1:6.8
88 - 89	Popularity of mergers and acquisitions strategies, problems in achieving,	CO 11	T1:23.1 0 R1:6.13
90 - 91	Risk in an international environment, corporate implications for strategy,	CO 11	T1:23.9 R1:7.5
92 - 93	Entrepreneurial implications for strategy.	CO 11	T1:23.1 0 R1:7.5

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 5
3	Encourage students to solve real time applications and prepare towards competitive examinations.	Assignments	PO 2

Prepared By:

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