



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	Lectures	Tutorials	Practical Work	Credits
	4	-	-	4
Chief Coordinator	Dr.M RS. Surya Narayana Reddy,Assistant Professor, MBA			
Course Faculty	Dr.M RS. Surya Narayana Reddy, Assistant Professor, MBA			

I. COURSE OVERVIEW:

The business world today is considerably different and more complex than it was in the previous years. Both the challenges and opportunities facing organizations of all sizes today are greater than ever. Organizations are required to continuously find better ways to compete in the rapidly changing global business environment. Survival and competition have become imperative for organizations in the current global scenario. In this context, the course develops the strategic thinking and decision-making abilities of students, especially in relation to understanding the employability of various strategies in different situations.

II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
PG	CMBB01	II	MANAGEMENT& ORGANISATIONAL BEHAVIOUR

III. MARKSDISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Strategic 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
Type of Assessment	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):

Marks shall be awarded considering the average of two AAT 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)		Strength	Proficiency assessed by
PO 1	Managerial Skills: Apply knowledge of management Theories and practices to solve business problems.	3	Lectures
PO 2	Decision-making Skills: Foster Analytical and critical Thinking abilities for data-based decision making.	2	Lectures
PO 4	Communication Skills: Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business.	3	Assignment
PO8	Strategic analysis: Ability to conduct strategic analysis Using theoretical and practical applications.	2	Seminars

3 = High; 2 = Medium; 1 = Low

VII. COURSE 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.	Analyse 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 analyse and evaluate, both qualitatively and quantitatively, the performance of people responsible for strategic decisions.

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
CMBB60.01	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.	PO1, PO2	3
CMBB60.02	CO2	Demonstrate the importance of external environmental analysis as well prepare PESTLE Analysis and SWOT model for decision making.	PO2, PO4	3
CMBB60.03	CO3	Integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives	PO2	3
CMBB60.04	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.	PO1, PO2,	3
CMBB60.05	CO5	Understand the corporate level strategy and also describe how related diversified firms create value by sharing or transferring core competencies.	PO1	3
CMBB60.06	CO6	Explain three primary reasons why firms move from single-and dominant strategies to more diversified strategies.	PO1, PO4	3

CMBB60.07	CO7	Identify the four factors that lead to a basis for international business-level strategies.	PO4, PO8	3
CMBB60.08	CO8	Discuss the environmental trends affecting international strategy, especially of foreignness and regionalization.	PO4, PO8	3
CMBB60.09	CO9	Define organizational structure and controls and discuss the difference between strategic and financial controls.	PO8	2
CMBB60.10	CO10	Understand the conceptual framework on Redesigning the Organization structure and control, Strategic Leadership and ethical standards in the changing	PO8	2

3 = High; 2 = Medium; 1 = Low

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

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

3 = High; 2 = Medium; 1 = Low

X. ASSESSMENT METHODOLOGIES–DIRECT

CIE Exams	PO1,PO2, PO4,PO8.	SEE Exams	PO1,PO2, PO4,PO8.	Assignments	PO1,PO4	Seminars	PO2, PO8.
Laboratory Practices	-	Guest Lecture	-	Mini Project	-	Certification	-
Term Paper	-						

XI. ASSESSMENT METHODOLOGIES-INDIRECT

√	Assessment of course Outcomes (by feedback, once)	√	Student feedback on faculty (twice)
X	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, analysing 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. Abdulrahman Al-Aali, Abbas Ali, “Strategic Management: Concepts and Cases”, Pearson Publication, 1st Arab World Edition, 2011. 2. Bowman EH, Singh H., “Overview of Corporate Restructuring: trends and consequences”. In Corporate Restructuring, McGraw-Hill, 1st Edition, 1990. 3. Bleeke J, Ernst D, “Collaborating to Compete: Using Strategic Alliances and Acquisitions in the Global Marketplace”, John Wiley & Sons Publications, 1st Edition, 1993 	
References	
<ol style="list-style-type: none"> 1. Albrecht, K, _Brain Power: “Learning to Improve Your Thinking Skills”, Simon and Schuster Publications, 1st Edition, 1980. 2. Allaire, Y., and M. E. Firsirotu, “Theories of Organizational Culture” Prentice Hall, 1st Edition, 1999. 3. Allen, R.W, “Organizational Politics _Tactics and Characteristics of its Actors”, 1st California Management Review, 1979. 	
Web References	
<ol style="list-style-type: none"> 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	
<ol style="list-style-type: none"> 1. https://epdf.pub/queue/strategic-management-13th-edition.html 2. http://ebooks.lpude.in/commerce/mcom/term_4/dcom506_dmgt502_strategic_management.pdf 	

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	Introduction to strategic Management	CO1	T-1 p.g 4-10, Ref p.g. 5-12
2	strategic management and competitiveness	CO1	T-1 p.g. 11-15, Ref p.g. 14-19
3	Vision and its importance	CO1	T-1 p.g. 16-20, Ref p.g.22-29
4	Mission and its importance	CO1	T-1 p.g. 21-29, Ref p.g.32-38
5	Objectives and strategic leaders	CO2	T-1 p.g. 38-45, Ref p.g.39-44
6	Strategic management process	CO2	T-1 p.g. 46-54, Ref p.g. 44-49
7	SWOT analysis	CO2	T-1 p.g. 55-65, Ref p.g. 51-57
8	Porters five force model	CO2	T-1 p.g. 73-82, Ref p.g. 62-67
9	competencies and competitive advantages	CO2	T-1 p.g. 83-90, Ref p.g.69-76
10	Value chain analysis and outsourcing	CO2	T-1 p.g. 91-94, Ref p.g.77-79
11	Introduction to formulation of strategic actions	CO3	T-1 p.g. 104-110, Ref p.g. 82-87
12	Effectively managing relationships with customers	CO3	T-1 p.g. 111-125, Ref p.g.92-96
13	Types of business-level strategy	CO3	T-1 p.g. 126-131, Ref p.g. 99-101
14	competitive rivalry and dynamics	CO3	T-1 p.g. 138-145, Ref p.g.102-108
15	a model of competitive rivalry and dynamics	CO4	T-1 p.g. 146-154, Ref p.g. 109-112
16	drivers of competitive actions and response	CO4	T-1 p.g. 154-160, Ref p.g.114-120
17	competitive rivalry and dynamics	CO4	T-1 p.g. 161-165, Ref p.g.120-124
18	competitive dynamics	CO4	T-1 p.g. 166-169, Ref p.g.126-132
19	Introduction to corporate level strategy	CO5	T-1 p.g. 170-175, Ref p.g. 134-141
20	levels of diversification	CO5	T-1 p.g. 176-182, Ref p.g. 142-146
21	reasons for diversification and related diversification	CO5	T-1 p.g. 183-190, Ref p.g.148-153

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
22	value created diversification	CO5	T-1 p.g. 191-193, Ref p.g.154-159
23	strategic acquisitions a restructuring	CO6	T-1 p.g. 202-210, Ref p.g.160-165
24	Reasons for acquisitions	CO6	T-1 p.g. 211-218, Ref p.g.166-171
25	problems in achieving acquisition success	CO6	T-1 p.g. 219-220, Ref p.g.172-178
26	effective acquisitions	CO6	T-1 p.g. 221-222, Ref p.g.179-183
27	restructuring	CO6	T-1 p.g. 223-224, Ref p.g.185-187
28	Introduction to global strategy	CO7	T-1 p.g. 234-239, Ref p.g.187-191
29	International strategies and environmental trends	CO7	T-1 p.g. 235-240, Ref p.g.192-196
30	Strategic competitiveness and outcomes	CO7	T-1 p.g. 241-246, Ref p.g.197-201
31	Risks in an international environment	CO7	T-1 p.g. 247-254, Ref p.g.202-209
32	Cooperative strategy	CO7	T-1 p.g. 254-259, Ref p.g.210-214
33	Business -level cooperative strategy	CO8	T-1 p.g. 270-275, Ref p.g.214-222
34	Corporate -level cooperative strategy	CO8	T-1 p.g. 276-279, Ref p.g.223-229
35	International cooperative strategy	CO8	T-1 p.g. 280-283, Ref p.g.230-234
36	Competitive risks with cooperative strategies	CO8	T-1 p.g. 284-293, Ref p.g.235-239
37	Introduction to organisational structure and controls	CO9	T-1 p.g. 340-348, Ref p.g.239-243
38	Relationship between strategy and structure	CO9	T-1 p.g. 349-354, Ref p.g.243-244
39	Evolutionary patterns of strategy and organisational structure	CO9	T-1 p.g. 354-360, Ref p.g.245-249
40	Implementing business level cooperative strategies	CO9	T-1 p.g.360-368, Ref p.g.251-259
41	Implementing corporate level strategies	CO9	T-1 p.g. 374-379, Ref p.g.259-264
42	Concept of strategic leadership	CO10	T-1 p.g. 380-396, Ref p.g.265-269
43	Key strategic leadership actions	CO10	T-1 p.g. 408-412, Ref p.g.269-278
44	Strategic entrepreneurship	CO10	T-1 p.g. 413-418, Ref p.g.278-284

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
45	International entrepreneurship	CO10	T-1 p.g. 419-420, Ref p.g.287-295
46	Cooperative strategies for entrepreneurship and innovation	CO10	T-1 p.g. 421-424, Ref p.g.295-302

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

S No	Description	Proposed actions	Relevance with POs
1	Techniques of Evaluation and Control – PERT / CPM, Variance, Analysis, Measuring Organizational Performance, Taking Corrective Action	Seminars / Guest Lectures.	PO1, PO2,
2	Export Strategies, Licence strategies, Franchising strategies.	Seminars / Guest Lectures.	PO4, PO8

Prepared by:

Dr.M.R.S. Surya Narayana Reddy

HOD, MBA