

SCHOOL OF BUSINESS STUDIES
CENTRAL UNIVERSITY OF KASHMIR
MBA-C-402 STRATEGIC MANAGEMENT
CURRICLUM TRANSACTION STRATEGY

By: Dr. Zia ul Haq, Sr. Assistant Professor (Management Studies, Central University of Kashmir).

Course Code	Title of the Course	Type of course	Credits	Max. Marks CIA	Max. Marks External
MBA-C-402	Business Policy and Strategic Management	C	4	40	60

Unit-I	Topic	Methodology	No of Classes needed
Business Policy	Characteristics, Elements and Importance, Different Types of policies: Strategies, programmes, procedures and rules; M.B.O. M.B.E.,	Lecture/PPT	4
	Supporting composite and contingency policies: Development of Business Policy	Lecture/PPT	3
	: SWOT Analysis, Implementation of Policy.	Lecture/PPT	3
Learning outcome	The student shall understand the basic components of a business policy.. Various types of policies and how to formulate business policies. Students would also be able to carry out the SWOT using available strategic information		
Reference Material	1. Christensen CR: Business Policy: Text and cases: Illinois, Richard Irwin. 2. Thomes L. Wheelen, J. David Hunger: Strategic Management & Business Policy: Pearson Education,		

Unit-II	Topic	Methodology	No of Classes needed
Strategic decision making	Nature & Significance of Strategy and Strategic Management, Strategy V/S Business Tactics and Policy,	Lecture/PPT	4
	Strategic Decision Making, Strategic Managers and Their Roles;	Lecture/PPT	3
	Phases of Strategic Management, Strategic Intent & Stretch, Strategic Fit; Strategy Crafting, Contemporary Challenges to Strategic Management, Mintzberg's 5ps of Strategy.	Lecture/PPT/ Case studies	5
Learning outcome	The student should be should be able to know the basic difference between strategies and policies, the students would also be able to make strategic decisions bases of strategic internal and external factors. The student should also be able to identify the application of Minzberg's model to Strategy and its relevance.		
Reference Material	1. Alex Miller: Strategic Management: Irwin McGraw Hill. Ed-1998 2. Azhar Kazmi: Strategic Management: Tata McGraw Hill.		

Unit-III	Topic	Methodology	No of Classes needed
Strategy formulation	Formulation of strategy, Environmental Scanning, Michael Porter's Five Forces Competitive Model,	Lecture/PPT	4
	Identification of Strategic Internal Factors; Approaches in Evaluating Strategic Internal	Lecture/PPT	3

	Factors, Strategic Alternatives & Strategic Choice		
	Factors Influencing Strategic Choice.	Lecture/PPT	3
Learning outcome	The student should be able to use Michael Porters five forces model to analyze the level of competition in an Industry. Student should also be able to determine the competitive attractiveness of segment.		
Reference Material	<ol style="list-style-type: none"> Francis Cherumillan: Strategic Management: Himalaya Publishing House, Mumbai. Azhar Kazmi: Strategic Management: Tata McGraw Hill. 		

Unit-IV	Topic	Methodology	No of Classes needed
Strategy types	Forms of Strategies: Corporate Level Strategies; Functional Level Strategies: Business Level Strategies	Lecture/PPT	4
	Global Level Strategies; Levels of Strategies- their Purpose; Porter's Generic Business Strategies; Business	Lecture/PPT	4
	Port-Folio Analysis: BCG-Growth/Share Matrix; GE-Multifactor Portfolio Matrix;	Lecture/PPT/ Group Discussions	3
Learning outcome	The students should be able to understand the levels at which strategies can be formulated with an understanding of Porters generic strategies. The student should also be able to use BCG and GE matrix for making strategic investment/divestment decisions.		
Reference Material	<ol style="list-style-type: none"> Strategic Management, Upendra Kachru, Excel Books, New Delhi. Thomes L. Wheelen, J. David Hunger: Strategic Management & Business Policy: Pearson Education 		

Unit-V	Topic	Methodology	No of Classes needed
Strategy implementation	Implementation & Controlling of strategy, Corporate Performance & Corporate Governance; Corporate	Lecture/PPT	4
	Social Responsibility & Ethics; Designing Organizational Structure, Organizational Culture, and Organizational Leadership, Strategic Role of an organizational Leader	Lecture/PPT/ Case Studies	3
	Strategy Linkages with Power & Politics, Designing Organizational Controls, Strategic And Operational Controls, Virtual Value Chain.	Lecture/PPT	3
Learning outcome	The student should be able to understand how corporate governance and organizational leadership can be leveraged as strategic assets for gaining competitive advantage. Student should also be able demonstrate practical skills in monitoring strategic value chain to check for any deviations.		
Reference Material	<ol style="list-style-type: none"> Azhar Kazmi: Strategic Management: Tata McGraw Hill. Christensen CR: Business Policy: Text and cases: Illinois, Richard Irwin. 		

Major Learning Outcomes:

At the end of the semester the student will be able to:

- Understand basics of Business Policy and Strategic Management

- Take strategic decisions
- Identify internal and external strategic decisions
- Able to apply tools of Strategic Management like Porters 5 forces model, IEF Matrix, GE Matrix etc.

ACIVITIES:

- Case studies
- Assignments
- Worksheets
- Presentations
- Group discussions

Points for discussion:

- The evolution of business policy and strategic management
- Emerging trends in Globalization
- The application of various strategic tools in business scanning and investment decisions
- Using strategic management tools to guide strategic choice

Suggested Readings:

- Fred David, Concepts of Strategic Management, Prentice Hall, Saddle River, New Jersey, USA
- Dress, Georgy and Alex Miller, Strategic Management, McGraw Hill, New York, USA
- Azhar Kazmi: Strategic Management: Tata McGraw Hill.
- Francis Cherumillan: Strategic Management: Himalaya Publishing House, Mumbai.
- Thomes L. Wheelen, J. David Hunger: Strategic Management & Business Policy: Pearson Education.

Reference Books:

- Mary Coulter, Strategic Management in Action, Pearson, USA.
- Gerry Johnson, Kevan Scholes and Richard Whittington, Fundamentals of Strategy, Prentice Hall.
- Collins, D. J. & Montgomery, C. A, Corporate Strategy; Resources and Scope of the Firm, New York McGraw Hill.

Journals:

- Global Business and Management Research: An International Journal, Universal Publishers - Boca Raton, Florida, USA.
- Asia Pacific Journal of Management, Spinger.