KATHMANDU UNIVERSITY SCHOOL OF MANAGEMENT
BBA/ BBIS
Course Syllabus

Course Title	**STRATEGIC MANAGEMENT**
Course Code Number	**GEM 490**
Credit Hours	**3**
Course Objective	
Main Objective	The objective of the course is to introduce the learners with basic concepts, elements and process of strategic management by providing thorough understanding of the integration of all functional areas within the organization, and its interaction with external environment, to enable them to formulate the strategies at different level of the organization
Enabling Objectives	After fulfillment of all the requirements of this course the learners will be able to : - Understand and explain the strategic management process, the role of top management in the strategic management process and social responsibility of the strategic decision makers - Analyze the external environmental factors and synthesize the strategic external factors - Analyze the internal organizational factors and synthesize the strategic internal factors - Formulate the strategic alternatives at different levels of management and initiate the choice of the best alternative - Develop the program, policies and structure for implementation of the strategies by designing appropriate control measures
Learning Unit	
Learning Unit One **Net Contact Hours -6 hrs**	**1. Introduction to Strategic Management** 1.1 Concept of strategic management, Benefits and risks of strategic management, Characteristics of strategic decisions, Elements of strategic management, and Strategic decision making process, 1.2 Role of Board of Directors and role of top management, 1.3 Social responsibility and ethics of strategic decision makers 1.3.1 Responsibility of business firm 1 .3.2 Stakeholder Analysis 1.3.3 Corporate ethics and guidelines for ethical behavior
Learning Unit Two **Net Contact Hours - 9 hrs**	**2. Environmental Scanning and Industry Analysis** 2.1 Identifying external environmental variables: Economic, Technological, Political-Legal, and Socio-Cultural Forces, Identifying external strategic factors, 2.2 Industry analysis: Analyzing the task environment with special reference to Michael Porters Model Industry Evolution: Fragmented vs. consolidated Industry Categorizing International Industry Strategic Grouping Strategic Types Hyper competition Competitive Intelligence Forecasting 2.3 Synthesis of External Factors EFAS (External factors Analysis Summary)
Learning Unit Three **Net Contact Hours – 7.5 hrs**	**3. Internal Scanning: Organizational Analysis** 3.1 Concept of core and distinctive competencies' framework, **using** resources to gain competitive advantage, sustainability of advantage 3.2 Value chain analysis(*Industry & Corporate)* 3.3 Scanning functional resource and capability: Issues related to Structure, Culture, Strategic Marketing, Financial, Research and Development, Operations, Human resources and Information system 3.4 Synthesis of Internal Factor Analysis Summary.(IFAS)
Learning Unit Four **Net Contact Hours - 18 hrs**	**4. Strategy Formulation** 4.1 **Situation analysis**: SWOT analysis, generating strategic factor analysis Summary (SFAS) and TOWS matrix, Setting Mission and Objectives; **Business strategies:** Competitive and Collaborative strategies: Lower Cost strategy and Differentiation strategy, Competitive Tactics Cooperative strategies: Collusion and Strategic Alliances: Mutual Service Consortia, Joint Venture,

	Licensing Agreement, Value Chain Partnership; **Corporate strategies:** Growth, Stability and Retrenchment Strategies; **Portfolio Analysis:** BCG Growth Matrix , GE Business Screen **Functional strategies:** Marketing strategy, Financial strategy, Research and Development strategy, Operations strategy, Purchasing strategy, Logistic strategy, Human Resources strategy, Information Technology strategy, **Selection of the Best Strategy**: Constructing Scenario, Attitude towards risk, Pressure from stake folders, Pressure from corporate culture, Need and desire of key managers
Learning Unit Five **Net Contact Hours – 7.5 hrs**	**5. Strategy Implementation and Control** 5.1 Developing Programs, Budgets, and Procedures, Structure vs Strategy, Stages of Corporate Development Staffing Leading and Directing for strategy implementation 5.2 Evaluation and Control in Strategic Management: Measuring performance and types of control, Enterprise risk management Primary measures of corporate performance Primary measures of divisional and functional performance Problems in measuring performance
Total Contact Hours	48 hrs (excluding assessment and final examination)
Basic Text	Wheelen, T. L., and Hunger, J. D. (2010), ***Concepts in Strategic Management and Business Policy,*** 13th Edition, Pearson Prentice Hall.
Other References	Arthur A. Thompson, A. A. Jr. , A. J. Strickland III, A. J. Gamble, J. E., and Jain, A. K. (2010), ***Crafting and Executing Strategy, Concepts and Cases,*** 16th Edition, Tata McGraw-Hill.
Evaluation Scheme	In-Semester evaluation 50% End-Semester evaluation 50% Total 100%

Updated February 2017