

COURSE FILE



DTE CHOICE CODE
MBA – 5117 10110
MCA – 5117 24110

PIRENS Institute of Business Management and Administration (IBMA)

Approved by AICTE New Delhi, Permanently Affiliated to Savitribai Phule Pune University, Pune

E-mail : directoribma@pirens.in | directorptc@yahoo.com

Visit at : www.pirens.in **Tel. :** +91-2422-273493,273694

A.I.C.T.E. PERMANENT ID : 1-28775271 | PUN CODE : IMMA017030 | A.I.S.H.E. CODE : C-41915

BATCH:2020-22
ACADEMIC YEAR-2021-22
SEM-III

MBA DEPARTMENT

AY: 2021—22 (Sem-III)

Course File Index

Course Title: STRATEGIC MANAGEMENT

Course Code:301

FACULTY: DR ASHISH R JASWAL

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PROGRAMME EDUCATIONAL OBJECTIVES (PEOS)

PEO1:	Graduates of the MBA program will successfully integrate core, cross-functional and inter-disciplinary aspects of management theories, models and frameworks with the real world practices and the sector specific nuances to provide solutions to real world business, policy and social issues in a dynamic and complex world.
PEO2	Graduates of the MBA program will possess excellent communication skills, excel in cross-functional, multi-disciplinary, multi-cultural teams, and have an appreciation for local, domestic and global contexts so as to manage continuity, change, risk, ambiguity and complexity
PEO3	Graduates of the MBA program will be appreciative of the significance of Indian ethos and values in managerial decision making and exhibit value centered leadership.
PEO4	Graduates of the MBA program will be ready to engage in successful career pursuits covering a broad spectrum of areas in corporate, non-profit organizations, public policy, entrepreneurial ventures and engage in life-long learning.
PEO5	Graduates of the MBA program will be recognized in their chosen fields for their managerial competence, creativity & innovation, integrity & sensitivity to local and global issues of social relevance and earn the trust & respect of others as inspiring, effective and ethical leaders, managers, entrepreneurs, intrapreneurs and change agents.

PROGRAMME OUTCOMES(PO)

POS	PROGRAM OUTCOMES
PO1	Generic and Domain Knowledge - Ability to articulate, illustrate, analyse, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues
PO2	Problem Solving & Innovation - Ability to Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem solving tools and techniques
PO3	Critical Thinking - Ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven decisions
PO4	Effective Communication - Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large
PO5	Leadership and Team Work - Ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders
PO6	Global Orientation and Cross-Cultural Appreciation: Ability to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross Cultural aspects of business and management
PO7	Entrepreneurship - Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing start-ups as well as professionalizing and growing family businesses
PO8	Environment and Sustainability - Ability to demonstrate knowledge of and need for sustainable development and assess the impact of managerial decisions and business priorities on the societal, economic and environmental aspects
PO9	Social Responsiveness and Ethics - Ability to exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a political, cross-cultural, globalized, digitized, socio-economic environment and distinguish between ethical and unethical behaviors & act with integrity
PO10	Life Long Learning – Ability to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills

PROGRAMME SPECIALIZATION OUTCOMES (PSOS):

At the end of the MBA programme the learner of specific specialisation will possess the

PROGRAMME SPECIFIC OUTCOMES(PSO)

SPECIALIZATIONS	PSO NO.	PSO'S
FINANCE	1	Graduates of the MBA program with Finance specialization will successfully integrate financial aspects of management theories, models and frameworks with the real world practices, business and its policies.
	2	Graduates of the MBA program with Finance specialization will lead to resolve issues in management decisions in a dynamic and complex world.
	3	Graduates of the MBA program with Finance specialization will be able to do security analysis and portfolio management
HUMAN RESOURCE MANAGEMENT	4	Domain Knowledge: Analyze the role of human resources in supporting organizational strategy.
	5	Problem Solving & Innovation: Evaluate human resource programs in key functional areas.
	6	Leadership and Team Work: Create systems for talent management in partnership with organizational leaders.
MARKETING	7	Understand the role of research in making marketing decisions
	8	Design marketing mix to achieve organizational marketing goals.
	9	Analyze and strategize marketing activities in the context of rural markets in India.
OPERATIONS AND SUPPLY CHAIN MANAGEMENT	10	Perform various managerial aspects of Operations and Supply Chain Management and enhance the skill sets in acquiring operation and supply chain processes.
	11	Apply the effective operation formulation of best services in business supply chain management
	12	Identify the various areas of scope for improvement to effective and quality manufacturing process implementation.
INTERNATIONAL BUSINESS MANAGEMENT	13	Ability to analyze existing theories, methods and interpretations within the International Business and work independently on practical and professional problem solving.
	14	Ability to identify international business opportunities and conduct procedures involved in international business transactions.
	15	Ability to critically analyze the risk and opportunities presented for international and develop financial models and strategic proposals to communicate this information for decision-making.
PHARMA & HEALTHCARE	16	Perform research on various managerial aspects of Pharma & Healthcare Industry and implement the knowledge in

MANAGEMENT (PHM)		formulating the best suitable strategies to provide high quality healthcare services to the society.
	17	Formulate patient centric effective healthcare services to curb the service-quality issues by integrating existing pharmaceutical knowledge and innovative healthcare services for improving their health and well-being.
	18	Identify emerging avenues for IPRs, Entrepreneurship and Job opportunities in Pharma & Healthcare Industry.
RABM	19	Domain Knowledge: Ability to the explain the key terms of Agriculture
	20	Problem Solving & Innovation: Ability to examine the inter-relationships between various facets of Agriculture
	21	Critical Thinking: Ability to develop critical thinking on changing trends of Agriculture
TOURISM & HOSPITALITY	22	Student shall able to do Scratch to Finish planning and monitoring
	23	Students shall Effectively attain jotted plan on time.
	24	Student shall Learn-it-on-prior-day exercise.



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Academic Calendar MBA (Nov, 2021 to April, 2022)

Days/Month	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL
SUNDAY						
MONDAY	15 Commencement of MBA-II					
TUESDAY	16 PREP - Stage 1 For MBA-II			1	1 Mahashivratri	
WEDNESDAY	17 PREP - Stage 1 For MBA-II	1		2	2	
THURSDAY	18 PREP - Stage 1 For MBA-II	2		3	3	
FRIDAY	19 Gurunanak Jyanti	3. World Disability Day		4	4	1
SATURDAY	20	4	1	5	5	2
SUNDAY	21	5	2	6	6	3
MONDAY	22	6 PREP - Stage 2 for MBA-II	3 Conduction of CIE-I for MBA-I	7 CORPORATE CONNECT Conduction of CIE-III for MBA-II and CIE-II for MBA-I	7	4
TUESDAY	23	7 PREP - Stage 2 for MBA-II	4 Conduction of CIE-I for MBA-I	8 Conduction of CIE-III for MBA-II and CIE-II for MBA-I	8 ONLINE INTERNAL EXAM MBA-I	5
WEDNESDAY	24	8 PREP - Stage 2 for MBA-II	5 Conduction of CIE-I for MBA-I	9 Conduction of CIE-III for MBA-II and CIE-II for MBA-I	9 -ONLINE INTERNAL EXAM MBA-I & INTERNAL SIP VIVA VOCE FOR MBA-II	6
THURSDAY	25	9 PREP - Stage 2 for MBA-II	6 Conduction of CIE-I for MBA-I	10 Conduction of CIE-III for MBA-II and CIE-II for MBA-I	10-ONLINE INTERNAL EXAM MBA-I	7-CONCLUSION OF ACADEMICS FOR SEM-I
FRIDAY	26 Constitution Day of India	10	7 ALUMNI TALK	11 Conduction of CIE-III for MBA-II and CIE-II for MBA-I	11-ONLINE INTERNAL EXAM MBA-I	8 COMMENCEMENT OF UNIVERSITY CONDUCTED EXAMINATION MBA-I& MBA-II
SATURDAY	27SIP Proposal submission and Presentation	11	8.Conduction of CIE-I for MBA-I	12 Conduction of CIE-III for MBA-II and CIE-II for MBA-I	12	9
SUNDAY	28	12	9	13	13	10
MONDAY	29.PREP - Stage 2	13-Young Inspirators Network – Webinar	10 Conduction of CIE-II for MBA-II	14 Savitri Mahotsav	14	11
TUESDAY	30.PREP - Stage 2	14 Conduction of CIE-I for MBA-II	11 Death Anniversary of Lal Bahadur Shastri Conduction of CIE-II for MBA-II & Display of Marks of CIE -1 for MBA-II	15 ONLINE INTERNAL EXAM MBA-II	15	12
WEDNESDAY		15 Conduction of CIE-I for MBA-II	12 National Youth day & Conduction of CIE-II for MBA-II	16 .ONLINE INTERNAL EXAM MBA-II	16	13
THURSDAY		16 Conduction of CIE-I for MBA-II	13 Conduction of CIE-II for MBA-II	17 ONLINE INTERNAL EXAM MBA-II	17	14 Dr Babasaheb Ambedkar Jayanti
FRIDAY		17 Conduction of CIE-I for MBA-II	14 Makar Sankranti	18 ONLINE INTERNAL EXAM MBA-II	18	15-Good Friday

Days/Month	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL
SATURDAY		18	15	19 Chatrapati Shivaji Maharaj Jayanti	19	16
SUNDAY		19	16	20	20 TREKKING, CLEANLINESS DRIVE AND STREET PLAY	17
MONDAY		20	17	21 Probable Commencement of University Conducted Examination for MBA-II	21-DAY I CELEBRATION	18
TUESDAY		21 Display of Marks of CIE -I for MBA-II	18	22 Display of Compiled Marks of CIE for all courses of MBA-II	22-DAY II CELEBRATION	19
WEDNESDAY		22	19	23 Conduction of CIE-III for MBA-I	23-DAY III CELEBRATION	20
THURSDAY		23	20	24 Conduction of CIE-III for MBA-I	24-DAY IV CELEBRATION	21
FRIDAY		24	21 Display of Marks of CIE -II for MBA-II	25 INTERNATIONAL VIRTUAL CONFERENCE	25-DAY V CELEBRATION	22
SATURDAY		25	22	26 INTERNATIONAL VIRTUAL CONFERENCE	26-ANNUAL SOCIAL GATHERING	23
SUNDAY		26	23 Birth Anniversary of Netaji Subhash Chandra Bose	27	27	24
MONDAY		27 Commencement of MBA-I DEEKSHARAMBH - STUDENT INDUCTION PROGRAMME for MBA-I	24 National Girl Child Day	28	28	25
TUESDAY		28 SIP Final Submission ,presentation & Viva Voce DEEKSHARAMBH - STUDENT INDUCTION PROGRAMME for MBA-I	25		29	26
WEDNESDAY		29 DEEKSHARAMBH - STUDENT INDUCTION PROGRAMME for MBA-I	26. Republic Day		30 CORPORATE CONNECT	27
THURSDAY		30 DEEKSHARAMBH - STUDENT INDUCTION PROGRAMME for MBA-I	27		31 ENTREPRENEUR CONNECT- CONCLUSION OF ACADEMICS FOR SEM-III	28 CONCLUSION OF UNIVERSITY CONDUCTED EXAMINATION MBA-I& MBA-II
FRIDAY		31	28 Birth Anniversary of Lala Lajpat Rai			29
SATURDAY			29 Management Fest			30
SUNDAY			30-Martydrom Day			
MONDAY			31			
TUESDAY						
Working Days	12	24	23	22	24	8
NOTE : Above Schedule is Tentative.May change as per University Calendar and Institute						

(1st & IInd) Saturday , Sunday & Holiday

Dr A. R Jaswal
Academic Coordinator-MBA

Dr N.U.Bankar
Dy--Director

Dr V N Sayankar
Director



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TIME TABLE MBA-II (Sem-III) Academic Year-2021-22 BATCH 2020-22

W. E.F 15.11.2021

	TIME	Class	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	9.10AM-9.55AM	MARKETING	311(RVD)	311(RVD)	301(ARJ)	301(ARJ)	301(ARJ)	301(ARJ)
		FINANCE						
		HRM						
2	9.55-10.40AM	MARKETING	310CG(SVB)			310CG(SVB)		CYBER SECURITY-III
		FINANCE		304HRM(ARJ)	304 FIN(MAT)			
		HRM					305HRM(YLA)	
	10.40AM-10.55AM	SHORT RECESS						
3	10.55AM-11.40AM	MARKETING	305 MKT(NUB)	305 MKT(NUB)	SDC-I(SVB)	302(PDB)	302(PDB)	302(PDB)
		FINANCE	304 FIN(MAT)	304 FIN(MAT)				
		HRM	317HRM(YLA)					
4	11.40-12.25PM	MARKETING		304MKT(RVD)	305 MKT(NUB)	302(PDB)		
		FINANCE					315 FIN(MAT)	305 FIN(SSB)
		HRM	304HRM(ARJ)					305HRM(YLA)
	12.25PM-01.25PM	LUNCH BREAK						
5	1.25PM-2.10PM	MARKETING	307-(VNS)	314 MKT(NUB)	313MKT(ARJ)	305 MKT(NUB)		307-(VNS)
		FINANCE		305 FIN(SSB)	305 FIN(SSB)	304 FIN(MAT)	312 FIN(SSB)	
		HRM			305HRM(YLA)	304HRM(ARJ)	304HRM(ARJ)	
6	2.10PM-2.55PM	MARKETING	313MKT(ARJ)		314 MKT(NUB)	304MKT(RVD)	304MKT(RVD)	304MKT(RVD)
		FINANCE	305 FIN(SSB)					312 FIN(SSB)
		HRM		318HRM (SVB)			319HRM(YLA)	
	2.55PM-3.10PM							
7	3.10PM-3.55PM	MARKETING	315MKT(NUB)				315MKT(NUB)	INTRODUCTION TO CONSTITUTION
		FINANCE		315 FIN(MAT)	318FIN(PDB)	318FIN(PDB)		
		HRM	319HRM(YLA)	317HRM(YLA)		305HRM(YLA)	318(SVB)	
8	3.55PM-4.40PM	MARKETING	303-SIP	303-SIP	303-SIP	303-SIP	303-SIP	INTRODUCTION TO CONSTITUTION
		FINANCE						
		HRM						



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DETAILS OF THE COURSE ALLOTMENT

Course No	Course Code	Course/Credits	Faculty	Faculty Code
301	GC - 11	Strategic Management (3)	Dr Ashish R Jaswal	ARJ
302	GC - 12	Decision Science (3)	Prof P D Borhade	PDB
303	GC - 13	Summer Internship Project		ALL FACULTY
UNIVERSITY LEVEL GENERIC ELECTIVE- TWO CREDIT COURSE				
307	GE - UL - 14	International Business Environment (2)	Dr V N Sayankar	VNS
310	GE - UL - 17	Corporate Governance (2)	Prof S.V. Bidgar	SVB
311	GE - UL - 18	Management of Non-profit organizations (2)	Prof R.V.Dharmadhikari	RVD
SUBJECT CORE-3 CREDIT COURSE				
304 MKT	SC - MKT- 03	Services Marketing	Prof R.V.Dharmadhikari	RVD
305 MKT	SC - MKT- 04	Sales & Distribution Management	Dr Nilesh U Bankar	NUB
304 FIN	SC - FIN - 03	Advanced Financial Management III	Prof M A Tamboli	MAT
305 FIN	SC - FIN - 04	International Finance	Prof S S Bhandari	SSB
304 HR	SC - HRM - 03	Strategic Human Resource Management	Dr Ashish R Jaswal	ARJ
305 HR	SC - HRM - 04	HR Operations	Prof.Y L.Aher	YLA
304 OSCM	SC - OSCM - 03	Services Operations Management - II	Prof S.V. Bidgar	SVB
305 OSCM	SC - OSCM - 04	Logistics Management	Prof S.V. Bidgar	SVB



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304 BA	SC – BA - 03	Advanced Statistical Methods using R	Prof R.V.Dharmadhikari	RVD
305 BA	SC – BA - 04	Machine Learning & Cognitive intelligence using Python	Prof R.V.Dharmadhikari	RVD

Course No	Course Code	Course	Faculty	Faculty
SUBJECT ELECTIVE- TWO CREDIT COURSE				
313 MKT	SE – IL - MKT- 08	International Marketing	Dr Ashish R Jaswal	ARJ
314 MKT	SE – IL - MKT- 09	Digital Marketing - II	Dr Nilesh U Bankar	NUB
315 MKT	SE – IL - MKT- 10	Marketing Of Financial Services - II	Dr Nilesh U Bankar	NUB
312 FIN	SE – IL - FIN - 09	Behavioural Finance	Prof S S Bhandari	SSB
315 FIN	SE – IL - FIN - 12	Indirect Taxation	Prof M A Tamboli	MAT
318 FIN	SE – IL - FIN - 15	Digital Banking	Prof P D Borhade	PDB
317 HR	SE – IL - HRM - 12	Compensation And Reward Management	Prof.Y L.Aher	YLA
318 HR	SE – IL - HRM - 13	Performance Management System	Prof S.V. Bidgar	SVB
319 HR	SE – IL - HRM - 14	Change Management & New Technologies In HRM	Prof.Y L.Aher	YLA
312 BA	SE – IL - BA – 06	Social Media, Web & Text Analytics	Prof R.V.Dharmadhikari	RVD
316 BA	SE – IL - BA – 10	Predictive Modelling Using SPSS Modeler	Prof R.V.Dharmadhikari	RVD



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317 BA	SE - IL - BA - 11	E Commerce Analytics - I	Prof R.V.Dharmadhikari	RVD
University Mandated Courses				
	Human Rights-III-(1 Credit)		Dr N U Bankar	NUB
	Cyber Security-III-(1 Credit)		Prof D S Borhade	DSB
	Skill Development Course-I (2 Credit)		Prof S.V. Bidgar	SVB
	Introduction to the Constitution (2 Credit)		Prof S.V. Bidgar	SVB

Dr Ashish R Jaswal

Academic Coordinator -MBA

Dr Nilesh U. Bankar

Dy. Director

Dr V.N. Sayankar

Director



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TIME	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
9.25AM-10.00AM			301	301	301	301
10.15-10.50AM	<u>107(ARJ)</u>	304HRM		<u>105(ARJ)</u>		
11.05AM-11.40AM			<u>105(ARJ)</u>		<u>105ARJ)</u>	<u>105(ARJ)</u>
11.55AM-12.30PM	304 HRM					
12.30PM-01.30PM						
1.30PM-2.05PM		<u>107ARJ</u>	313MKT			
2.20PM-2.55PM	313MKT			304HRM	304HRM	
3.10PM-3.45PM					<u>107ARJ</u>	
4.00PM-4.35PM				MENTORING	LIBRARY	ACTIVITY

Semester III and IV Syllabus

Generic Core (GC) Courses - Semester III

Semester III		301- Strategic Management
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO301.1	REMEMBERING	DESCRIBE the basic terms and concepts in Strategic Management.
CO301.2	UNDERSTANDING	EXPLAIN the various facets of Strategic Management in a real world context.
CO301.3	UNDERSTANDING	DESCRIBE the trade-offs within and across strategy formulation, implementation, appraisal.
CO301.4	APPLYING	INTEGRATE the aspects of various functional areas of management to develop a strategic perspective.
CO301.5	ANALYSING	EXPLAIN the nature of the problems and challenges confronted by the top management team and the approaches required to function effectively as strategists.
CO301.6	CREATING	DEVELOP the capability to view the firm in its totality in the context of its environment.

- 1. Understanding Strategy:** Concept of strategy, Levels of Strategy - Corporate, Business and Functional. Strategic Management - Meaning and Characteristics. Distinction between strategy and tactics, Strategic Management Process, Stakeholders in business, Roles of stakeholder in strategic management. Strategic Intent – Meaning, Hierarchy, Attributes, Concept of Vision & Mission - Process of envisioning, Difference between vision & mission. Characteristics of good mission statements. Business definition using Abell's three dimensions. Objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA). Components of a strategic plan, Analyzing Company's External Environment: Environmental appraisal, Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP). Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers. (7+2)
- 2. Analyzing Company's Internal Environment:** Resource based view of a firm. Analyzing Company's Resources and Competitive Position - meaning, types & sources of competitive advantage, competitive parity & competitive disadvantage. VRIO Framework, Core Competence, characteristics of core competencies, Distinctive competitiveness. Benchmarking as a method of comparative analysis. Value Chain Analysis Using Porter's Model: primary & secondary activities. Organizational Capability Profile: Strategic Advantage Profile, Concepts of stretch, leverage & fit, ways of resource leveraging – concentrating, accumulating, complementing, conserving, recovering. Portfolio Analysis: Business Portfolio Analysis – BCG Matrix – GE 9 Cell Model. (7+2)
- 3. Generic Competitive Strategies:** Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy. Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment – Turnaround, Divestment, Liquidation, Outsourcing Strategies. (7+2)
- 4. Strategy Implementation:** Barriers to implementation of strategy, Mintzberg's 5 Ps – Deliberate & Emergent Strategies. Mc Kinsey's 7s Framework. Organization Structures for Strategy Implementation: entrepreneurial, functional, divisional, SBU, Matrix, Network structures, Cellular/ Modular organization, matching structure to strategy, organizational design for stable Vs. turbulent environment, Business Continuity Planning. Changing Structures & Processes: Reengineering & strategy implementation – Principles of Reengineering. Corporate Culture: Building Learning organizations, promoting participation through technique of Management by Objectives (MBO). Strategy Evaluation: Operations Control and Strategic Control - Symptoms of malfunctioning of strategy – Concept of Balanced scorecard for strategy evaluation. (7+2)
- 5. Blue Ocean Strategy:** Difference between blue & red ocean strategies, principles of blue ocean strategy, Strategy Canvass & Value Curves, Four Action framework. Business Models: Meaning & components of business models,

new business models for Internet Economy– E-Commerce Business Models and Strategies – Internet Strategies for Traditional Business –Virtual Value Chain. Sustainability & Strategic Management: Start ups- growth and reasons for decline. Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management, meaning of triple bottom line, people-planet-profits. (7+2)

Suggested Text Books:

1. Strategic Management and Business Policy by Azhar Kazmi, Tata McGraw-Hill
2. Strategic Management by Ireland, Hoskisson & Hitt, Indian Edition, Cengage Learning
3. Crafting and Executing Strategy- The Quest for Competitive Advantage by Thompson, Strickland, Gamble & Jain, Tata McGraw-Hill
4. Concepts in Strategic Management & Business Policy by Thomas L. Wheelen & J. David Hunger, Pearson

Suggested Reference Books:

1. Strategic Management by Dr. Yogeshwari L. Giri
2. Competitive Strategy: Techniques for Analyzing Industries and Competitors by Michael E. Porter, First Free Press Edition
3. Competing for the Future by Gary Hamel & C.K. Prahalad, .
4. Blue Ocean Strategy by Kim & Mauborgne



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TEACHING PLAN

ACADEMIC YEAR:2021-22

BATCH:2020-22

TYPE OF THE COURSE:GENERIC CORE		TOTAL MARKS FOR THE COURSE:100	
SEMESTER	III	W.E.F.	
COURSE	STRATEGIC MANAGEMENT	COURSE CODE:	301
FACULTY	DR ASHISH R JASWAL	NO. OF LECTURES /WEEK	03

1. Course Outcome: On completion of the course, learner will be able to –

CO Number	Cognitive Abilities	Course Outcome
CO301.1	REMEMBERING	DESCRIBE the basic terms and concepts in Strategic Management
CO301.2	UNDERSTANDING	EXPLAIN the various facets of Strategic Management in a real world context.
CO301.3	APPLYING	DESCRIBE the trade-offs within and across strategy formulation ,implementation, appraisal
CO301.4	ANALYSING	INTEGRATE the aspects of various functional areas of management to develop a strategic perspective
CO301.5	EVALUATING	EXPLAIN the nature of the problems and challenges confronted by the top management team and the approaches required to function effectively as strategists
CO301.6	CREATING	DEVELOP the capability to view the firm in its totality in the context of its environment.

2. Text Books

Sr. No.	Title of Book	Authors	Publication House
1	Business Policy and Strategic Management	P Subba Rao	Himalaya Publishing House

3. Reference Books

Sr. No.	Title of Book	Authors	Publication House
1	Strategic Management and Business Policy	Azhar Kazmi	Tata M Graw Hill

4. Detailed Teaching Plan:

Session No	Planned Date	Contents	Execution Date	Teaching Method (COs Addressed
Unit 1: Understanding Strategy					
1	24.11.2021	Introduction to syllabus and communication of CO to students		Lecture	
2	25.11.2021	Concept of strategy, Levels of Strategy - Corporate, Business and Functional. Strategic Management - Meaning and Characteristics. Distinction between strategy and tactics, Strategic Management Process, Stakeholders in business, Roles of stakeholder in strategic management.		Lecture	CO1,CO2,CO3
3	26.11.2021	Strategic Intent – Meaning, Hierarchy, Attributes, Concept of Vision & Mission - Process of envisioning, Difference between vision & mission. Characteristics of good mission statements. Business definition using Abell's three dimensions. Objectives and goals, Linking objectives to mission & vision		Lecture	CO1,CO2,CO3
4	27.11.2021	Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA). Components of a strategic plan,		Lecture	CO1,CO2,CO3
5	01.12.2021	Analyzing Company's External Environment: Environmental appraisal, Scenario planning		Lecture	CO1,CO2,CO3

6	02.12.2021	Preparing an Environmental Threat and Opportunity Profile (ETOP).		Lecture	CO6
7	03.12.2021	Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barrier			CO5
8	10.12.2021	Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barrier		Lecture	CO5
		Unit 2-Analyzing Company's Internal Environment			
9	11.12.2021	Resource based view of a firm. Analyzing Company's Resources and Competitive Position - meaning, types & sources of competitive advantage, competitive parity & competitive disadvantage.		Lecture	CO1,CO2,CO3
10	15.12.2021	VRIO Framework, Core Competence, characteristics of core competencies, Distinctive competitiveness. Benchmarking as a method of comparative analysis.		Lecture	CO1,CO2,CO3
11	16.12.2021	Value Chain Analysis Using Porter's Model: primary & secondary activities.		Lecture	CO1,CO2,CO3
12	17.12.2021	Organizational Capability Profile: Strategic Advantage Profile		GD	CO4,CO6
13	23.12.2021	Organizational Capability Profile: Strategic Advantage Profile		GD	CO4,CO6
14	30.12.2021	Organizational Capability Profile:		GD	CO4,CO6

		Strategic Advantage Profile			
15	31.12.2021	Concepts of stretch, leverage & fit, ways of resource leveraging – concentrating, accumulating, complementing, conserving, recovering		Lecture	CO1,CO2,CO3
16	05.01.2022	Portfolio Analysis: Business Portfolio Analysis – BCG Matrix – GE 9 Cell Model		Lecture	CO1,CO2,CO3
	06.01.2022	UNIT 3- Generic Competitive Strategies			
17	07.01.2022	Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy.		Lecture	CO1,CO2,CO3
18	12.01.2022	Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy.		Lecture	CO1,CO2,CO3
19	13.01.2022	Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships		Lecture	CO1,CO2,CO3
20	19.01.2022	Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships		Lecture	CO1,CO2,CO3

21	20.01.2022	Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships		Lecture	CO1,CO2,CO3
22	21.01.2022	Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships		Lecture	CO1,CO2,CO3
23	27.01.2022	Retrenchment – Turnaround, Divestment, Liquidation, Outsourcing Strategies		Lecture	CO1,CO2,CO3
24	28.01.2022	Grand Strategy Matrix		Lecture	CO4
		UNIT-4 Strategy Implementation			
25	29.01.2022	Barriers to implementation of strategy, Mintzberg's 5 Ps – Deliberate & Emergent Strategies. Mc Kinsey's 7s Framework		Lecture	CO4
26	02.02.2022	Organization Structures for Strategy Implementation: entrepreneurial, functional, divisional, SBU, Matrix, Network structures, Cellular/ Modular organization, matching structure to strategy, organizational design for stable Vs. turbulent environment,		Lecture	CO1,CO2,CO3

27	03.02.2022	Organization Structures for Strategy Implementation: entrepreneurial, functional, divisional, SBU, Matrix, Network structures, Cellular/ Modular organization, matching structure to strategy, organizational design for stable Vs. turbulent environment,		Lecture	CO1,CO2,CO3
28	04.02.2022	Organization Structures for Strategy Implementation: entrepreneurial, functional, divisional, SBU, Matrix, Network structures, Cellular/ Modular organization, matching structure to strategy, organizational design for stable Vs. turbulent environment,		Lecture	CO1,CO2,CO3
29	09.02.2022	Business Continuity Planning. Changing Structures & Processes: Reengineering & strategy implementation – Principles of Reengineering.		Lecture	CO1,CO2,CO3
30	10.02.2022	Culture: Building Learning organizations,		Lecture	CO1,CO2,CO3
31	11.02.2022	promoting participation through technique of Management by Objectives (MBO)		Lecture	CO3
32	12.02.2022	Strategy Evaluation: Operations Control and Strategic Control - Symptoms of malfunctioning of strategy – Concept of Balanced scorecard for strategy evaluation		Lecture	CO4
		UNIT 5			
33	23.02.2022	Difference between blue & red ocean strategies, principles of blue ocean strategy		Lecture	CO3

34	24.02.2022	Strategy Canvass & Value Curves, Four Action framework		Lecture	CO3
35	02.03.2022	Business Models: Meaning & components of business models		Lecture	CO3
36	03.03.2022	new business models for Internet Economy– E-Commerce Business Models and Strategies – Internet Strategies for Traditional Business		Lecture	CO4
37	04.03.2022	–Virtual Value Chain. Sustainability & Strategic Management: Start ups- growth and reasons for decline.		Lecture	CO2
38	10.03.2022	Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management		Lecture	CO1
39	11.03.2022	Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management		Lecture	CO1
40	12.03.2022	meaning of triple bottom line, people-planet-profits		Lecture	CO2

5. Mapping of Course Outcomes and Program Outcomes: (High-3, Medium-2, Low-1)

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
CO301.1	3	2	2	2	2	3	2	2	1	3
CO301.2	3	2	2	2	2	1	1	1	1	2
CO301.3	3	3	3	3	2	3	3	2	2	2
CO301.4	3	3	2	2	2	1	1	1	1	1
CO301.5	3	2	2	2	2	2	2	2	2	2
CO301.6	3	2	1	1	1	0	1	1	1	2
AVERAGE	3.00	2.33	2.00	2.00	1.83	1.67	1.67	1.50	1.33	2.00

Dr Ashish R Jaswal
Course Teacher

Dr N U Bankar
Dy-Director IBMA



DTE CHOICE CODE
MBA - 5117 10110
MCA - 5117 24110

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E-mail : directoribma@pirens.in | directorptc@yahoo.com

Visit at : www.pirens.in Tel. : +91-2422-273493, 273694

A.I.C.T.E. PERMANENT ID : 1-28775271 | PUN CODE : IMMA017030 | A.I.S.H.E. CODE : C-41915

FORMATIVE ASSESMENT /EVALUATION PLAN AND LINKAGE WITH CO

CONCURRENT ASSESMENT/EVALUATION PLAN			Prepared on	15.11.2021
Academic Year	2021-22	Class	MBA-II	
Semester	III	Specialization	NA	
Course	STRATEGIC MANAGEMENT	Course Code	301	
Faculty	Dr Jaswal A R	Course	Full Credit	

SR NO	FORMATIVE ASSESMENT METHOD USED	PLANNED DATE	EXECUTION DATE	MARKS	CO1	CO2	CO3	CO4	CO5	CO6
1	Online class test	15.02.2022		50	10	10	10	10	5	5
2	Written Home Assignment	12.02.2022				05				20
3	Presentation	16-26 March 2022							25	

Dr A R Jaswal
Course In charge



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E-mail : directoribma@pirens.in | directorptc@yahoo.com

Visit at : www.pirens.in Tel. : +91-2422-273493, 273694

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MBA SEM II

CBCS - 2019 Pattern

COURSE CODE: 301

COURSE: STRATEGIC MANAGEMENT

NAME OF THE FACULTY: Dr. Ashish R Jaswal

Comprehensive Concurrent Evaluation (CCE)-I Written Home Assignment

Assignment no	Questions	CO Targeted	Maximum Marks
1	Create a Concept Map (Schematic representation) on corporate strategy	CO6	10
2	Create a Concept Map (Schematic representation) on Porter generic Strategy	CO6	10
3	Explain BCG Matrix and GE nine cell	CO2	5

Instructions

1. Each question to be answered in landscape paper and supposed to be hand written only
2. PDF of all questions with your Name, Course and Course Code and Signature
3. Assignment to be uploaded on Google Class Room
4. Last date to upload the Assignment is on or before 10.02.2022

Dr Ashish R Jaswal

Course Incharge

Name :- Bhosale Sayali Uttam

Roll No :- MIB020014

classmate

Date _____

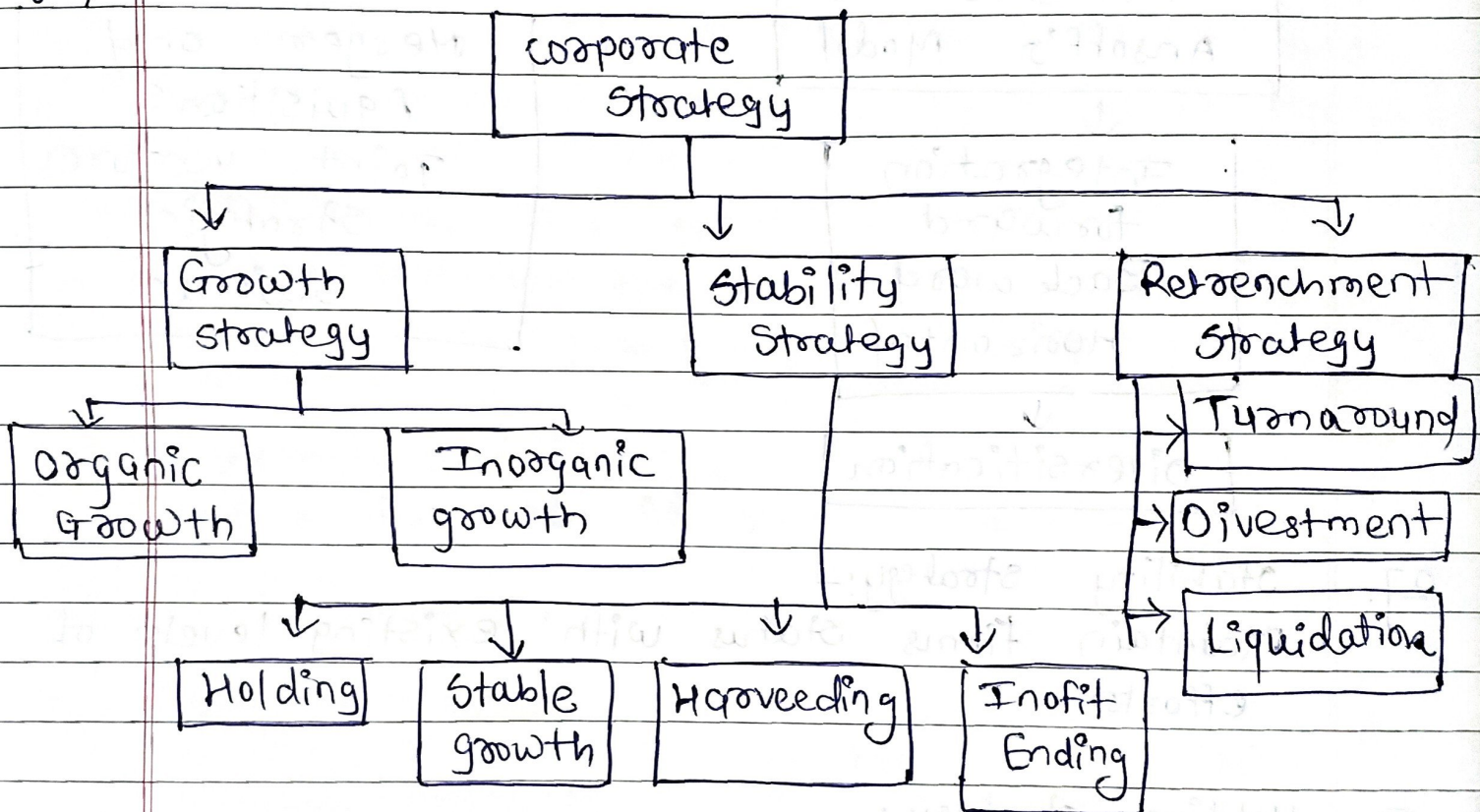
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HRM

ASSIGNMENT No :- 1

Q.1. Create a concept map (schematic representation) on corporate strategy

Ans. ⇒



1. Growth strategy :-
plan for overcoming current and future challenges to realized its goals for expansion.

1. Organic Growth :-
Business expansion through a company's own business activity.

2. Inorganic Growth :-
Business expansion through Aquisition merger other.

companies.

organic growth



Internal growth



Intensification
Ansoff's Model



Integration
forward
Backward
Horizontal



Diversification

Inorganic growth



External growth



Mergers and
Acquisitions
Joint ventures
Strategic
alliances

2]. Stability strategy:-
Maintain firms status with existing levels of efforts.

1]. Holding strategy:-
- opportunity to rest, digest and consolidate after growth
- uncertain or hostile environment which is potent to stay.

2]. Stable growth strategy:-
- concentrates on one product or services line
- Grows slowly but surely.
- Market Penetration by steadily adding new products or services.

- 3). Harvesting strategy :-
- Dominant Market Share
 - Generate cash for future business expansions.
 - Cost cutting and price increase to generate profit.
- 4). Profit Endgame strategy.
- Capitalizes on a situation in which old and obsolete product or technology is being replaced by new one.
 - Aftermarket for spare part.
 - Shelve the old objects at some point of time and move to new product or technology.
- 5). Retrenchment strategy :-
- Reduce the scale or scope of a corporation's business.
- 1). Turnaround :-
- Hold the present business and cut the costs.
- 2). Divestment :-
- Selling a division or part of an organization.
- 3). Liquidation :-
- Selling of company's Asset, in part for their tangible worth.
- Q.2. Create a concept map (schematic representation) on porter generic strategy.

Porter's generic strategy is an answer to one of two central questions underlying the choices companies have with regard to competitive strategy. The first question is about the attractiveness of industry for long-term profitability and how to choose which industry to enter as a company. We are all familiar with the framework that Porter came up with to determine this: the five forces model. The second question is about the determinants of a company's relative competitive position in an industry after a certain industry is chosen to enter. Because in order to be a successful company, being active in an attractive industry also is not enough: you will need to acquire a dominant competitive position by choosing among three generic strategies: Differentiation, Cost leadership focus.

Broad Narrow	Cost leadership	Differentiation
	Cost focus	Differentiation focus
	Lower cost	Differentiation

Porter's Generic Strategy.

Explain BCG Matrix and GE nine cell.

The GE matrix was developed by McKinsey and company consultancy group in the 1970's. The nine cell grid measures business unit strength against industry attractiveness and this is the key difference - where as BCG is limited to products, business unit can be products, whole product lines a service or even a brand.

The BCG Matrix is a portfolio analysis tool that lets you subdivide your business division or product on 4 quadrant.

This is based on relative market-share on the x-axis and growth potential on the y-axis. Based on this each quadrant is given a name.

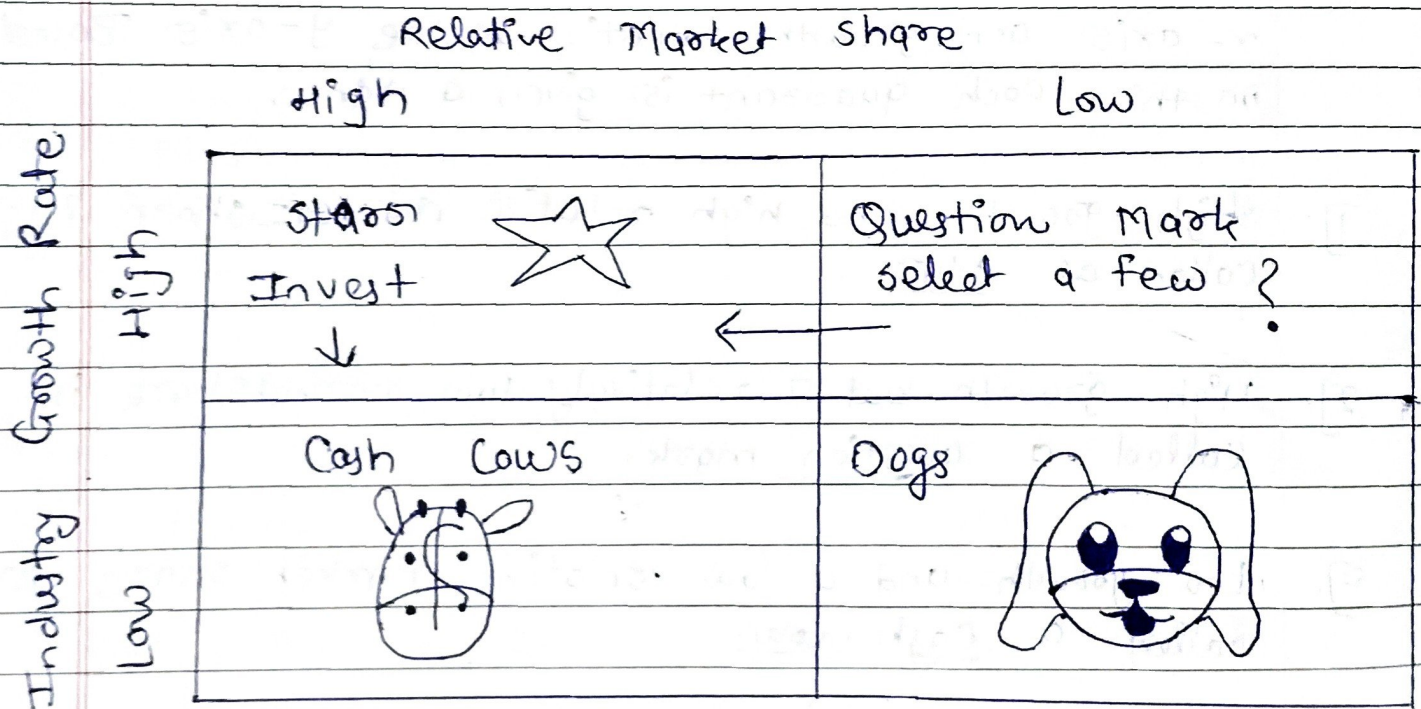
- 1] High growth and high relative market share is called as star.
- 2] High growth but a relatively low marketshare is called a question mark.
- 3] Low growth and a low relative market share is called a cash cow.
- 4] Low growth and a low relative market share is called a Dog.

The GE 9 cell Matrix is a way of structuring an organization's strategy in to manageable segments. The GE 9 cell model is a process of establishing the organization's current position in the market. It can then evaluate each of its strategies and

choose a course of action to take.

Q.3. Explain BCG Matrix and GE Nine cell.

- The BCG matrix is a model used for analysing the portfolio of companies.
- This model was developed by Bruce Henderson of the Boston consulting Group.
- BCG Matrix is a technique for estimating a company's position on the basis of its product range.
- There are four cells of BCG matrix :-



1. stars:- Business which enjoy high growth rate as well as higher market share are placed in this block. They are in the growth stage of the product life cycle (PLC). These firms pursue an aggressive strategy to expand the market and gain maximum penetration in consumer segments.

Ex. :- Telecommunication, petrochemicals, etc.

2]. Cash cows:-

Cash cows are those business units which generate a lot of cash, but the growth rate of these business units is less.

- These businesses correspond to the maturation stage of the product life cycle, which enjoy the benefits of its high experience curve.
- Firms focus on beneficial long-term opportunities and limited expansion.
- E.g.:- scooters for Bajaj Auto, toothpaste for Colgate, etc.

3]. Question Marks:-

Business units which have a low relative market share even when the industry growth is high.

- These firms require huge amount of capital to sustain that market share.
- If sufficient investment is made in the growth of these firms, then these may convert into 'Star' firms, or else can also become 'Dog' firms if sufficient attention is not provided.

E.g.:- Holiday Resorts.

4]. Dogs:-

These are the firms which have slow growth and have relatively less market share. These neither earn profits, nor require investments. Correlating PLC, this remain at late maturity or decline.

5]. GE-9 cell model:-

The GE-9 cell model or GE business screen is a

portfolio analysis technique, which was developed by General Electric company (GEC) along with McKinsey and Co.

Instead of considering market growth and relative market share as the basis for portfolio analysis, this model considers industry attractiveness and business strength as the basis for classifying the firms.

Business unit strength.

Market Attractiveness

	High	Medium	Low
High	Grow	Grow	Hold
Medium	Grow	Hold	Hold
Low	Hold	Harvest	Harvest

zones of GE - 9 cell model :-

1]. Grow :-

This is first zone, which is represented, the firms have both the industry attractiveness and business strength.

for. Eg.:- Fast food business.

2]. Hold :-

This situation represents the middle or mixed situation for the company. Not much growth opportunity exists, but the organisation has the opportunity to do selective earning. It has secure position in their existing market.

Harvest :-

The cell, which come under the zone have average strength and low attractiveness, or average attractiveness and weak bussiness strength.

For this, harvesting is the appropriate bussiness strategy. In this, the company quits the bussiness but withdraws gradually.

— Advantages of Bussiness portfolio Analysis:-

- 1]. Identifies performance of Assets
- 2]. Provides a review of past performance
- 3]. Identifies the industry trends.
- 4]. Simplifies complex situation.
- 5]. Identifies Exposure.

— Disadvantage :-

- 1]. frequent changes
- 2]. forecasting
- 3]. Alternative Investment
- 4]. Complex and time consuming.



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E-mail : directoribma@pirens.in | directorptc@yahoo.com

Visit at : www.pirens.in **Tel. :** +91-2422-273493,273694

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CIE-III

CIE COMPONENT: PRESENTATION

COURSE : STRATEGIC MANAGEMENT

COURSE CODE: 302

MARKS:25

MARCH 2022

PRESENTATION SCHEDULE

DIV A					
Sr No	SPZ	Reg. No.	Name of Student	Title of presentation	Date of Presentation
1	FIN	MB020002	Aher Hrutuja Ravindra	Defination and levels of strategy	16.03.2022 (9.10am-9.55am)
2	FIN	MB020003	Ambekar Pooja Laljee	Defination of strategic management and Process of strategic management	16.03.2022 (9.10am-9.55am)
3	FIN	MB020007	Argade Santosh Dattatray	Defination of stakeholders and different Types of stakeholders	16.03.2022 (9.10am-9.55am)
4	FIN	MB020010	Bankar Sanket Narendra	Strategic Intent Defination and hiearchy	16.03.2022 (9.10am-9.55am)
5	FIN	MB020011	Bansode Pravin Vinayak	Defination of Vision and 2 examples of Vision ,Charcteristics	16.03.2022 (9.10am-9.55am)
6	FIN	MB020012	Bhalerao Vishakha Vijay	Defination of Mission and 2 examples of Mission,characteristics	16.03.2022 (9.10am-9.55am)
7	FIN	MB020015	Bhosale Vinod Annasaheb	Difference between Vision and Mission	16.03.2022 (9.10am-9.55am)
8	FIN	MB020016	Borkar Harshada Rajendra	Define and give examples of CSF,KPI and KRA	16.03.2022 (9.10am-9.55am)

9	FIN	MB020019	Chande Priyanka Devidas	what is PESTEL ANALYSIS ?	16.03.2022 (9.10am-9.55am)
10	FIN	MB020020	Chaudhari Sakshi Prakash	ETOP Meaning and structure	16.03.2022 (9.10am-9.55am)
11	FIN	MB020022	Chavan Ajay Suresh	Porter 5 Forces	16.03.2022 (3.55pm-4.40pm)
12	FIN	MB020023	Chavan Vaibhavi Jitendra	Abells three Dimensions of Business defination	16.03.2022 (3.55pm-4.40pm)
13	FIN	MB020026	Dhagude Rushikesh Kailas	Find out two Vision Statements of different companies and elaborate your understanding of the same	16.03.2022 (3.55pm-4.40pm)
14	FIN	MB020028	Dond Charudtta Suresh	Find out two Vision Statements of different companies and elaborate your understanding of the same	16.03.2022 (3.55pm-4.40pm)
15	FIN	MB020031	Gadekar Kiran Dattatray	What are components of strategic Plan?	16.03.2022 (3.55pm-4.40pm)
16	FIN	MB020033	Gangule Kunal Vitthal	What is Resource Based View of the Organisation?	16.03.2022 (3.55pm-4.40pm)
17	FIN	MB020042	Golhar Prachi Anjabapu	Difference between tangible and intangible Assets	16.03.2022 (3.55pm-4.40pm)
18	FIN	MB020045	Gunjal Ravindra Kailas	Give three different definations of strategy	16.03.2022 (3.55pm-4.40pm)
19	FIN	MB020046	Harishchandre Priti Govind	Explain the process of strategic Managemnt-Block Diagram?	16.03.2022 (3.55pm-4.40pm)
20	FIN	MB020047	Harke Rushikesh Rajendra	Explain the process of strategic Managemnt-Step Down Diagram Diagram?	16.03.2022 (3.55pm-4.40pm)
21	FIN	MB020050	Jadhav Rohit Sham	VRIO Framework	17.03.2022 (9.10am-9.55am)
22	FIN	MB020051	Jadhav Shruti Sunil	Core competency and Characteristics of Core competency	17.03.2022 (9.10am-9.55am)

23	FIN	MB020053	Joshi Dhiraj Krushnarao	Benchmarking- Defination and Types of bench marking	17.03.2022 (9.10am- 9.55am)
24	FIN	MB020056	Kadam Shekhar Vilas	Defination of value chain analysis and its componets	17.03.2022 (9.10am- 9.55am)
25	FIN	MB020057	Kadu Aarti Indrabhan	Explain primary components of Value chain Analysis?	17.03.2022 (9.10am- 9.55am)
26	FIN	MB020058	Katore Abhinav Prakash	Explain Support activities of Value chain Analysis?	17.03.2022 (9.10am- 9.55am)
27	FIN	MB020061	Khemner Amol Shivaji	BCG Matrix	17.03.2022 (9.10am- 9.55am)
28	FIN	MB020063	Kshirsagar Nikhil Nivruttinath	GE NINE CELL	17.03.2022 (9.10am- 9.55am)
29	FIN	MB020065	Kulkarni Chetan Sudesh	Difference between BCG Matrix and GE Nine cell	17.03.2022 (9.10am- 9.55am)
30	FIN	MB020066	Lavre Rajendra Laxman	PORTER GENERIC STRATEGY an Introduction	17.03.2022 (9.10am- 9.55am)
31	FIN	MB020071	Mehetre Tushar Dilip	Low cost leadership - defination and characteristics	17.03.2022 (3.55pm- 4.40pm)
32	FIN	MB020074	Munde Dnyaneshwari Bhaskar	Differentiation - defination and characteristics	17.03.2022 (3.55pm- 4.40pm)
33	FIN	MB020075	Murtadak Puja Shankar	Focused Differentiation - defination and characteristics	17.03.2022 (3.55pm- 4.40pm)
34	FIN	MB020076	Nagare Sanjana Kacharu	Focused Low cost leadership -defination and characteristics	17.03.2022 (3.55pm- 4.40pm)
35	FIN	MB020077	Najan Akash Haushabapu	Best Cost Provider - defination and characteristics	17.03.2022 (3.55pm- 4.40pm)
36	FIN	MB020078	Pachore Jyoti Annasaheb	Stability Strategies - defination and types	17.03.2022 (3.55pm- 4.40pm)
37	FIN	MB020080	Pandhare Ganesh Ashok	What is growth strategy and when to use	17.03.2022 (3.55pm- 4.40pm)
38	FIN	MB020081	Pandit Nirmala Ishwardas	Difference between Organic Growth and Inorganic Growth	17.03.2022 (3.55pm- 4.40pm)

39	FIN	MB020082	Pansare Saurabh Gorakshanath	Ansoff Model	17.03.2022 (3.55pm-4.40pm)
40	FIN	MB020083	Parvat Sanket Balasaheb	Integration Strategies	17.03.2022 (3.55pm-4.40pm)
41	FIN	MB020086	Pilgar Sachin Revnath	Diversification Strategies	23.03.2022 (9.10am-9.55am)
42	FIN	MB020087	Rajguru Rushikesh Balasaheb	Difference between Conglomerate and concentric Diversification	23.03.2022 (9.10am-9.55am)
43	FIN	MB020088	Ranmale Priyanka Vinayak	Mergers and acquisition	23.03.2022 (9.10am-9.55am)
44	FIN	MB020091	Rokade Rutuja Dattatraya	Joint Venture	23.03.2022 (9.10am-9.55am)
45	FIN	MB020093	Salave Hrushikesh Suresh	Strategic Alliance	23.03.2022 (9.10am-9.55am)
46	FIN	MB020094	Sambare Komal Dilip	Types of Retrenchment Strategy	23.03.2022 (9.10am-9.55am)
47	FIN	MB020097	Sarode Komal Pandurang	Outsourcing Strategy ,Advantages and Disadvantages	23.03.2022 (9.10am-9.55am)
48	FIN	MB020100	Shaikh Saifnawaz Samsher	Barriers for implementation of strategy	23.03.2022 (9.10am-9.55am)
49	FIN	MB020102	Shinde Sadashiv Ashok	Mintzberg's 5 Ps	23.03.2022 (9.10am-9.55am)
50	FIN	MB020104	Shirsath Milind Raghunath	Deliberate & Emergent Strategies	23.03.2022 (9.10am-9.55am)
51	FIN	MB020106	Tambe Machhindra Raosaheb	Mc Kinsey's 7s Framework	23.03.2022 (3.55pm-4.40pm)
52	FIN	MB020107	Thokal Pavan Gorakshnath	Organization Structures for Strategy Implementation -Need	23.03.2022 (3.55pm-4.40pm)
53	FIN	MB020108	Thorat Pratiksha Ravindra	Entrepreneurial, functional, divisional, SBU,	23.03.2022 (3.55pm-4.40pm)
54	FIN	MB020109	Udavant Pragati Ravindra	Matrix	23.03.2022 (3.55pm-4.40pm)
55	FIN	MB020111	Vaishnav Vyankatesh Laxmandas	organizational design for stable Vs. turbulent environment	23.03.2022 (3.55pm-4.40pm)

56	FIN	MB020113	Walhekar Gayatri Dilip	Reengineering and its Principles	23.03.2022 (3.55pm-4.40pm)
57	FIN	MB020114	Walhekar Gitanjali Balasaheb	Corporate Culture and its types	23.03.2022 (3.55pm-4.40pm)
58	FIN	MB020116	Yadav Chandan Vinod	Management by Objectives (MBO)-Defination and Process	23.03.2022 (3.55pm-4.40pm)
59	FIN	MB020117	Yadav Ganesh Kamalakant	Management by Objectives-Advantages and Disadvantages	23.03.2022 (3.55pm-4.40pm)
60	FIN	MB020118	Yadav Rupesh Kamalakant	Balance Sore Card	23.03.2022 (3.55pm-4.40pm)
DIV B					
1	HRM	MB020001	Abhang Sanjivani Ashok	Blue Ocean Strategy	23.03.2022 (3.55pm-4.40pm)
2	HRM	MB020006	Angarkhe Priyanka Dinkar	Red Ocean Strategy	23.03.2022 (3.55pm-4.40pm)
3	HRM	MB020014	Bhosale Sayali Uttam	Bussiness Portfolio Analysis	12.03.2022 (9.10am-9.55am)
4	HRM	MB020017	Brahmane Divya Balasaheb	Difference between Blue ocean Strategy and Red Ocean Strategy	24.03.2022 (9.10am-9.55am)
5	HRM	MB020018	Burhade Hemant Subhash	Strategy Canvas and Value action framework	24.03.2022 (9.10am-9.55am)
6	HRM	MB020029	Dushing Diksha Alex	Meaning and components of Business Model	24.03.2022 (9.10am-9.55am)
7	HRM	MB020030	Dushing Nikita Lamuvel	E-Commerce Business Models and Strategies	24.03.2022 (9.10am-9.55am)
8	HRM	MB020032	Gagare Priyanka Popat	BCG MATRIX	12.03.2022 (9.10am-9.55am)
9	HRM	MB020036	Ghogare Damini Sandip	Virtual Value Chain. Sustainability	24.03.2022 (9.10am-9.55am)
10	HRM	MB020044	Gulve Sonali Gorakshanath	Start ups- growth and reasons for decline.	24.03.2022 (9.10am-9.55am)
11	HRM	MB020048	Hirgal Prashant Pandurang	Mc Kinsey 7 S Framework	12.03.2022 (9.10am-9.55am)
12	HRM	MB020054	Kadam Gautam Dada	Threats to sustainability	24.03.2022 (9.10am-9.55am)

13	HRM	MB020062	Kolekar Sagar Chandrabhan	Integrating Social & environmental sustainability issues	24.03.2022 (9.10am-9.55am)
14	HRM	MB020067	Lokhande Asha Devidas	triple bottom line	24.03.2022 (9.10am-9.55am)
15	HRM	MB020068	Magar Anjali Sharad	Stability Strategy	12.03.2022 (9.10am-9.55am)
16	HRM	MB020069	Mali Dipak Sopan	Defination and levels of strategy	24.03.2022 (9.10am-9.55am)
17	HRM	MB020070	Medhe Suyog Sudam	Defination of strategic management and Process of strategic management	24.03.2022 (3.55pm-4.40pm)
18	HRM	MB020072	Mhase Sagar Shivaji	Defination of stakeholders and different Types of stakeholders	24.03.2022 (3.55pm-4.40pm)
19	HRM	MB020079	Pachpind Gauri Sadanand	Strategic Intent Defination and hiearchy	24.03.2022 (3.55pm-4.40pm)
20	HRM	MB020098	Sathe Vidya Nandu	Defination of Vision and 2 examples of Vision ,Charcteristics	24.03.2022 (3.55pm-4.40pm)
21	HRM	MB020119	Zadbuke Aishwarya Hemant	BCG MATRIX	12.03.2022 (9.10am-9.55am)
22	MKT	MB020004	Anap Akash Narayan	Entrepreneurial, functional, divisional, SBU,	24.03.2022 (3.55pm-4.40pm)
23	MKT	MB020005	Anap Vishal Jayram	Matrix	24.03.2022 (3.55pm-4.40pm)
24	MKT	MB020008	Asawa Darshan Deepak	organizational design for stable Vs. turbulent environment	24.03.2022 (3.55pm-4.40pm)
25	MKT	MB020009	Babar Priyanka Vinod	Reengineering and its Principles	24.03.2022 (3.55pm-4.40pm)
26	MKT	MB020013	Bhosale Rakesh Vitthal	Corporate Culture and its types	24.03.2022 (3.55pm-4.40pm)
27	MKT	MB020021	Chaudhari Vinit Vilas	Management by Objectives (MBO)-Defination and Process	24.03.2022 (3.55pm-4.40pm)
28	MKT	MB020024	Cholke Ajinkya Rajendra	Management by Objectives-Advantages and Disadvantages	25.03.2022 (9.10am-9.55am)

29	MKT	MB020025	Cholke Tushar Rajendra	Balance Sore Card	25.03.2022 (9.10am-9.55am)
30	MKT	MB020034	Gavitre Karan Arun	Mintzberg's 5 Ps	25.03.2022 (9.10am-9.55am)
31	MKT	MB020035	Ghadge Rushikesh Suresh	Blue Ocean Strategy	25.03.2022 (9.10am-9.55am)
32	MKT	MB020037	Ghogare Vijaysiha Bapusaheb	Red Ocean Strategy	25.03.2022 (9.10am-9.55am)
33	MKT	MB020038	Ghunawat Dheeraj Bhausing	Bussiness Portfolio Analysis	25.03.2022 (9.10am-9.55am)
34	MKT	MB020039	Girme Akshay Ravindra	Difference between Blue ocean Strategy and Red Ocean Strategy	25.03.2022 (9.10am-9.55am)
35	MKT	MB020040	Gite Aditya Bharat	Strategy Canvas and Value action framework	25.03.2022 (9.10am-9.55am)
36	MKT	MB020043	Gondkar Yash Sampat	Meaning and components of Business Model	25.03.2022 (9.10am-9.55am)
37	MKT	MB020052	Jagtap Dhiraj Thomas	E-Commerce Business Models and Strategies	25.03.2022 (9.10am-9.55am)
38	MKT	MB020055	Kadam Sanket Dadasaheb	BCG MATRIX	25.03.2022 (3.55pm-4.40pm)
39	MKT	MB020060	Kharde Karan Rajendra	Virtual Value Chain. Sustainability	25.03.2022 (3.55pm-4.40pm)
40	MKT	MB020064	Kudale Mayur Somnath	Start ups- growth and reasons for decline.	25.03.2022 (3.55pm-4.40pm)
41	MKT	MB020084	Patil Ajinkya Rajendra	Mc Kinsey 7 S Framework	25.03.2022 (3.55pm-4.40pm)
42	MKT	MB020085	Pawar Kamlesh Janardhan	Threats to sustainability	25.03.2022 (3.55pm-4.40pm)
43	MKT	MB020089	Raut Pankaj Sudam	Integrating Social & environmental sustainability issues	25.03.2022 (3.55pm-4.40pm)
44	MKT	MB020090	Rohom Abhijit Rajendra	triple bottom line	25.03.2022 (3.55pm-4.40pm)
45	MKT	MB020092	Sadafal Ganesh Balasaheb	Stability Strategy	25.03.2022 (3.55pm-4.40pm)
46	MKT	MB020095	Sansare Vishal Vijay	Difference between Blue ocean Strategy and Red Ocean Strategy	25.03.2022 (3.55pm-4.40pm)

47	MKT	MB020096	Sapike Shivam Deepak	Strategy Canvas and Value action framework	25.03.2022 (3.55pm-4.40pm)
48	MKT	MB020099	Satkar Akesh Babasaheb	Meaning and components of Business Model	26.03.2022 (9.10am-9.55am)
49	MKT	MB020103	Shirsath Komal Sanjay	E-Commerce Business Models and Strategies	26.03.2022 (9.10am-9.55am)
50	MKT	MB020105	Sonawane Swapnil Shivaji	Organization Structures for Strategy Implementation -Need	26.03.2022 (9.10am-9.55am)
51	MKT	MB020110	Ushir Sudarshan Prakash	Entrepreneurial, functional, divisional, SBU,	26.03.2022 (9.10am-9.55am)
52	MKT	MB020112	Waghmare Suyash Bhimraj	Matrix	26.03.2022 (9.10am-9.55am)
53	MKT	MB020115	Waskar Shubham Manohar	organizational design for stable Vs. turbulent environment	26.03.2022 (9.10am-9.55am)
54	OSCM	MB020041	Gite Santosh Balkrishna	Reengineering and its Principles	26.03.2022 (9.10am-9.55am)
55	OSCM	MB020049	Holkar Dnyaneshwar Uddhav	Corporate Culture and its types	26.03.2022 (9.10am-9.55am)
56	OSCM	MB020059	Kazi Urmiya Shaukat	Mergers and acquisition	26.03.2022 (9.10am-9.55am)
57	OSCM	MB020073	Mhaske Abhijeet Babasaheb	Joint Venture	26.03.2022 (9.10am-9.55am)

Important Instructions:

1. As a CIE Component Carries 25 M
2. If the presentation is not delivered on the specified date and time, it will be marked absent.
3. A day before the presentation, a soft copy of the presentation should be emailed to ashishjaswal@piren.in.
4. The presentation has a time limit of 5 minutes.

Dr Ashish R Jaswal
Course Incharge

Virtual Value Chain Sustainability.

By : Ms. Damini Ghogare

**Submitted to: SAVITRIBAI PHULE PUNE UNIVERSITY,PUNE
In partial fulfillment of the requirement for the award of the degree of Master of Business
Administration (MBA).**

What is the Virtual Value Chain?

- The Virtual Value Chain (VVC) works like a business model and describes the dissemination of value generating services within an “Extended Enterprise”; an organization that cooperates closely with other organizations to provide services or products.

What is the Virtual Value Chain?

- The Virtual Value Chain begins with the information provided by the provider. Then this information is distributed and supported throughout the information-infrastructure whereupon the real interaction with the customer/end user follows.

Two separate value chains

- As both the market place (that is physically present) and the abstract market space (virtual) need to be managed in different ways to be effective and efficient, the value chain is separated into two chains.

Two separate value chains

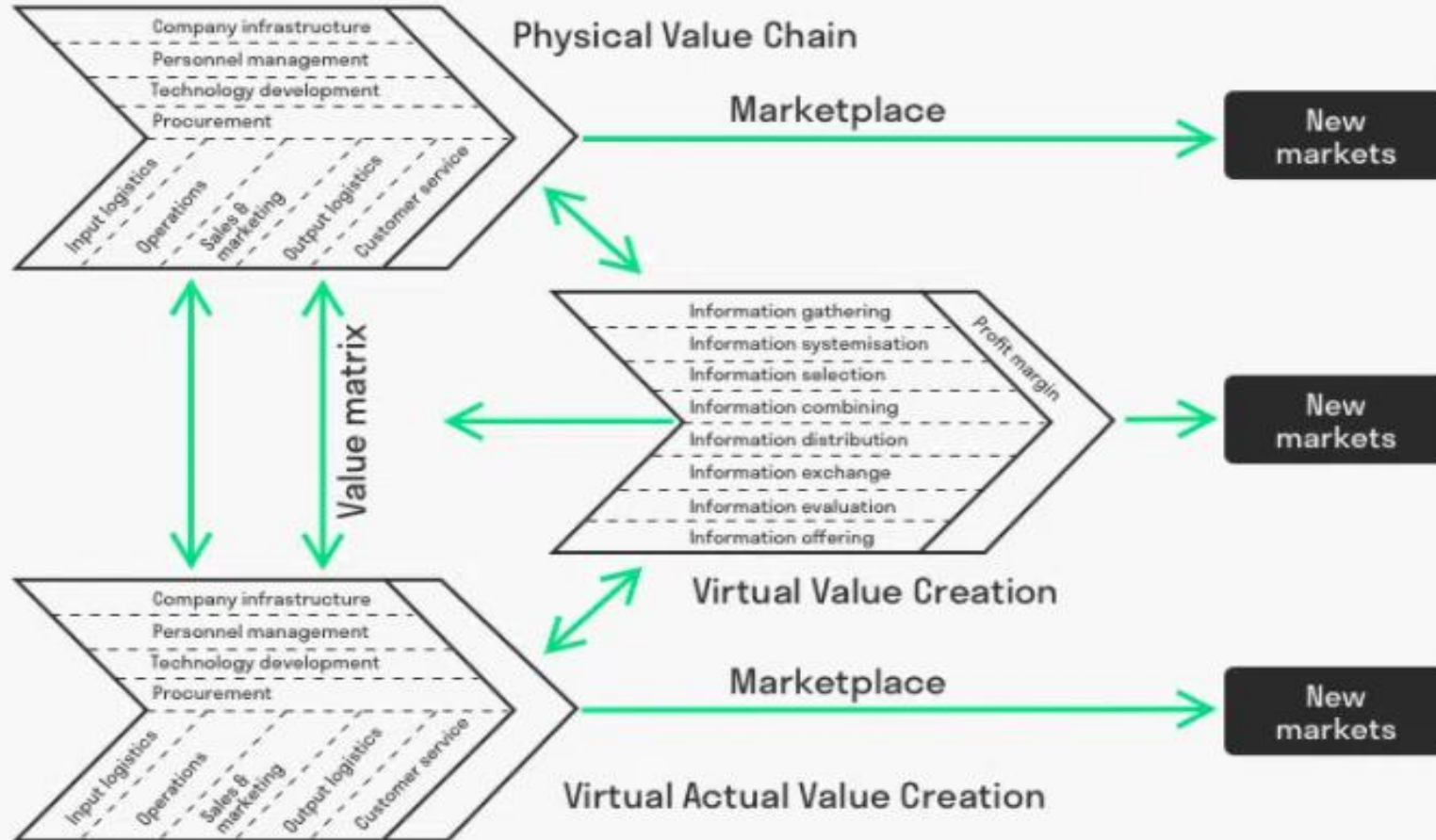
- Nonetheless this linkage between the two is crucial for an effective management value chain. Many businesses use these value chains such as banks that provide services to customers in the physical world (at their branch offices) and in the virtual world (online services).

Different approach

- Michael Porter stated the internet as such does not add value to the VVC but it should be incorporated as a factor into this business model. The Internet affects all primary activities within an organization.

Different approach

- In addition, all products and services a company supplies need to conform to the distribution and information channel that is in keeping with the customer's needs. Control of this channel is part of the company's strategy. In the virtual value chain all information is a dynamic element and the information is used to generate innovative concepts. This may create new value for the customer.



Five elements

- In the Virtual Value Chain the information in the abstract market space is applied in a series of steps. Creating knowledge and adding value comprise five elements:

1. Gathering
2. Organization
3. Selection
4. Analysis and
5. Distribution.

Five elements

These five elements enable organizations to generate new markets and build up new business relationships. The entire process turns raw data into valuable information.

Network management

New technological developments in IT can lead to drastic changes in the ways organizations operate. Important business is managed by IT and value adding within the virtual value chain can only be achieved by using IT. In order to implement this properly, Mary Cronin distinguishes three important elements within the virtual value chain:

1. Input from the supplier

All information about and from the supplier will make an important contribution to value adding.

2. Internal operations

Information about effective procurement is of inestimable value for a business. Global distribution of information saves costs.

3. Customer Relations Management (CRM)

Directly adding information in the CRM system about the customer's needs as a value will help improve the product or service immediately.

3. Customer Relations Management (CRM)

It is important for companies to build up a good relationship with their customers. Customer Relationship Management (CRM) helps companies to gain an insight into their customers and their buying behaviour. It engages in the application and use of technology to promote the relationship with new and current customers.

3. Customer Relations Management (CRM)

All information that is related to (potential) customers is recorded within CRM. In addition this methodology offers (technical) support for other customer-oriented departments such as marketing and customer service.

Management

It is essential that managers understand the realization of value in both the physical and virtual market space within the Virtual Value Chain. They will gain a clearer insight into their strategy by construing the differences between the values and by adding value to the interactions within the values.

Management

By being open to the interaction between the physical market and the abstract market space, managers are better able to integrate all valuable digital information as a result of which they can enhance their competitive position.



THANK

YOU !



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301 : STRATEGIC MANAGEMENT

Syllabus

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Unit 1

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Team Strengths

- Kauravas
- 11 Akshouni
- Pandavas
- 07 Akshouni

1 Akshouni	21870 Chariots	21780 Elephants
	65610 Horses	109350 Foot Soldiers

Strategic Formulation- Chakravyu-
Arjun/Abhmanyu

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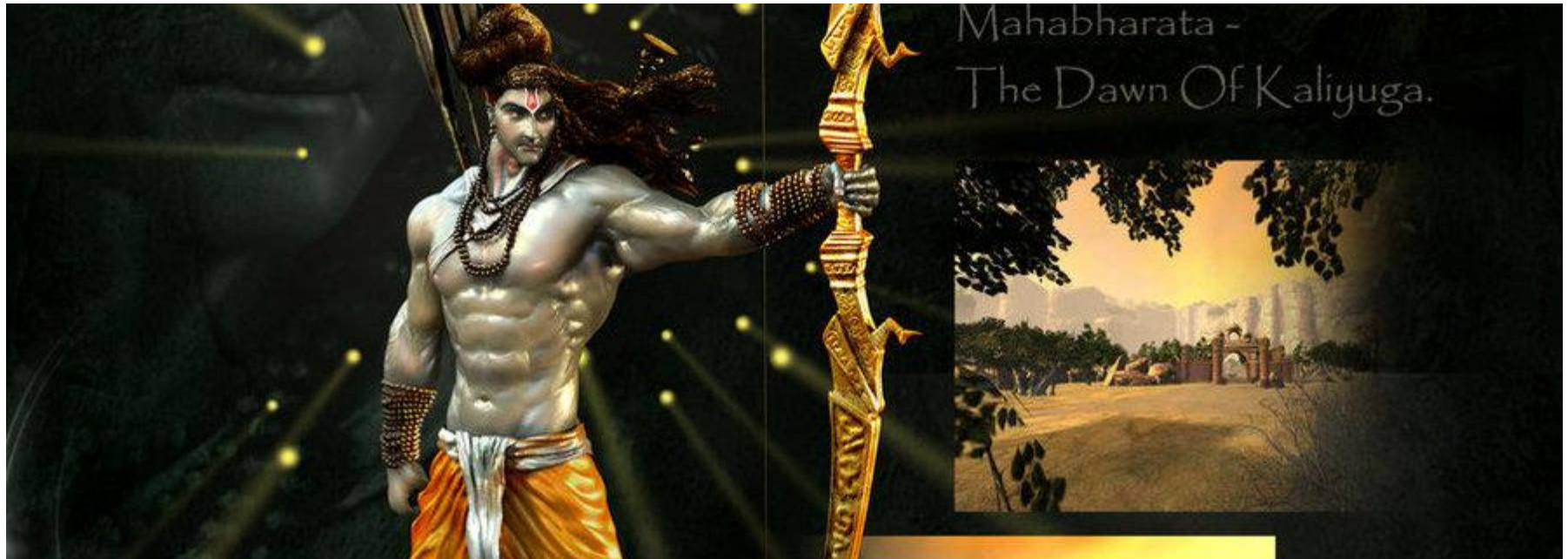


Objective:

The war is a kind of target that you have to achieve. So, there are many things that will need planning. You need to plan the execution process, limitations, team members and leaders, etc.

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Preparing for the target



Karna went to subdue other kings so that he could get their wealth. On the other hand, Arjuna, Bheema and Yudhishthra set out to acquire Divyastras, strength and strategic wisdom.

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Leadership

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Kauravas had a one-man leadership hierarchy. The whole of the army was under one person's command. On the other hand, Pandavas had different generals directing the operations.

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Individual Motives

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Kauravas had individual motives but they could not help the group motive. Only Duryodhana wanted war. While Pandavas had their individual vows and oaths to keep, they worked towards a common goal.

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International Origin

- Igor Ansoff- Lockheed Aircraft Corporation

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India

- BHEL- 1974- Corporate Planning- 5 Year Document
- Mid 80- Competition in Telecom Sector
- PSU-Indian Telephonic Industries(ITI)
- Opened Up
- 1991- Liberalization increased Competition
- Time Horizon

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Origin of Strategy. . .

- Apply forces against enemy to win war
- Greek “ Strategos”- Generalship- 400BC
“ Art of a General to Fight war”

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Strategy?

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- Conscious and rational management exercise which involves defining and achieving an organizations objective and implanting its mission
- Means to achieve objective
- Grand design or an overall plan which an organization choose in order to move or react towards the set objective by using its resources
- With Strategy?
- Without strategy

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Strategy- Definitions

- Glueck:
 - Unified Comprehensive and integrated plan
 - Strategic advantage related to challenges of environment and is designed to ensure that basic objectives of the enterprise are achieved through proper implementation process

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Strategy contd

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- Micheal Porter
 - Creation of unique and valued position involving a different set of activities.
 - The company that is strategically positioned perform different activities from rivals or perform similar activities in different way.
 - Management plan for achieving objectives

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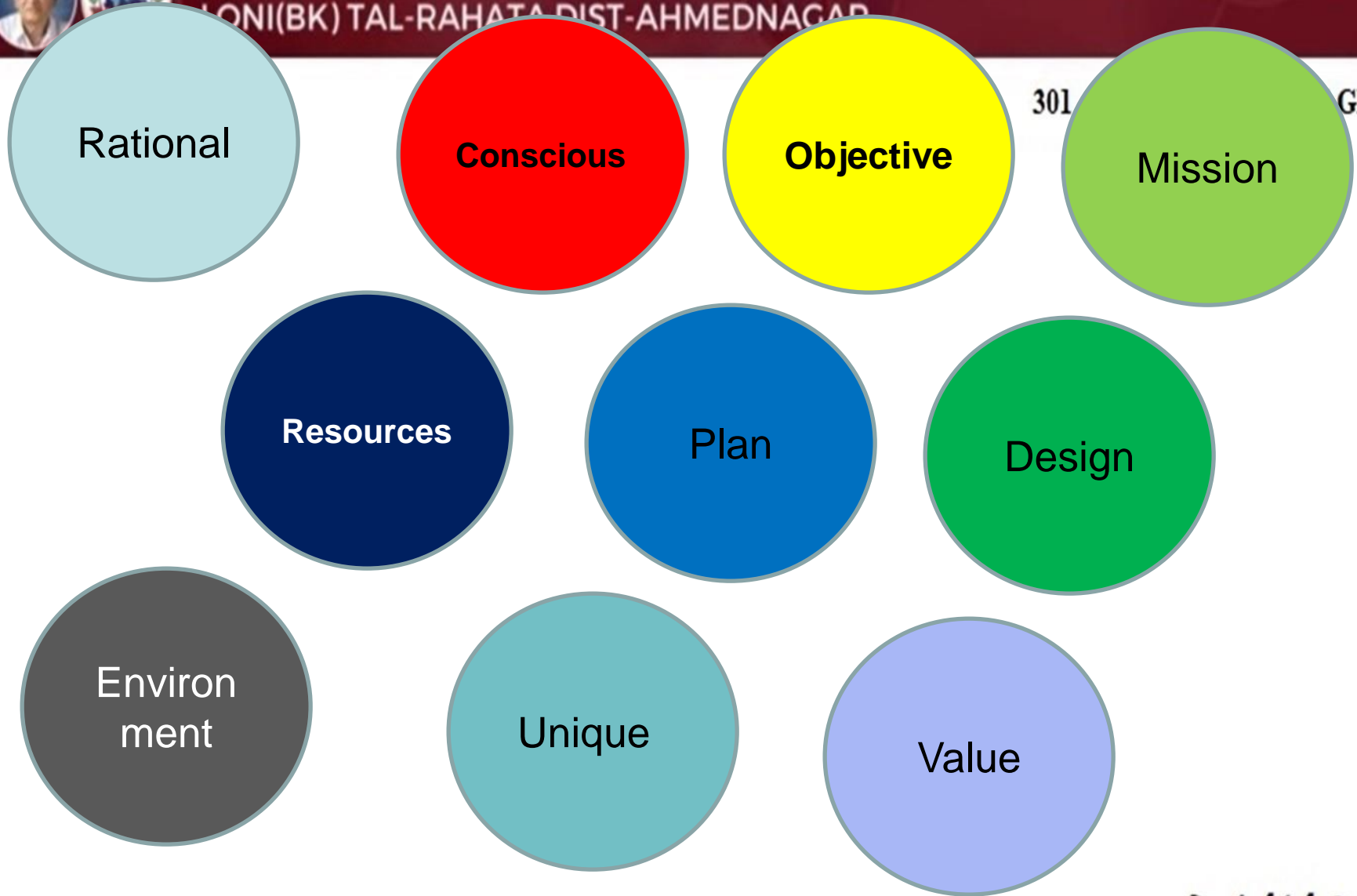


Activity-I

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B	I	N	G	O

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- State Levels of Strategy
- Differentiate strategic decisions at various levels of strategy



LEVELS OF STRATEGY

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- SBU – GEC
- SBU- identification of discrete independent product/market served by organization
- DBA
- CORPORATE LEVEL STRATEGY
- BUSINESS LEVEL STRATEGY
- FUNCTIONAL LEVEL STRATEGY

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SERVICES



**Engineering Product
& Services**



**Information
technology and
communications**



Materials



Power



CHEMICAL

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CONSUMER



Strategy at Different Levels of a Business

- **Corporate Strategy** –Overall Direction of company and management of its Business
- **Business Level Strategy** –
 - *Tactics to beat competition
- **Functional Level Strategy:**
 - *Operational methods to implement tactics
 - * Approach take by functional area to achieve corporate and business unit objective and strategy by maximising resource productivity

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Strategic Decisions at Different levels 301 : STRATEGIC MANAGEMENT

DIMENSION	CORPORATE	BUSINESS	FUNCTIONAL
Impact	Significant	Major	Insignificant
Risk Involved	High	Medium	Low
Profit Potential	High	Medium	Low
Time Horizon	Long	Medium	High
Flexibility	High	Medium	Low
Adaptability	Insignificant	Medium	Significant

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Strategic Decisions at Different levels

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DIMENSION	CORPORATE	BUSINESS	FUNCTIONAL
Cost Involved	High	Moderate	Low
Cooperation Needed	High	Moderate	Low
Frequency	Large	Periodic	Annually
Nature	Conceptual & Creative	Conceptual but related to Business Unit	Totally Operational

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Define strategic Management & enlist the elements of Strategic Management

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PROCESS OF STRATEGY

C.K. Prahalad

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Important Definitions

Strategic Management Process

The full set of commitments, decisions, and actions required for a firm to achieve strategic competitiveness and earn above-average returns

Strategic Competitiveness

Achieved when a firm successfully formulates and implements a value-creating strategy

Above-Average Returns

Occurs when a firm develops a strategy that competitors are not simultaneously implementing

Provides benefits which current and potential competitors are unable to duplicate

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Important Definitions

Risk

An investor's uncertainty about the economic gains or losses that will result from a particular investment

Average Returns

Returns that are equal to those an investor expects to earn from other investments with a similar amount of risk

Invests money in a bank

Company Fixed Deposits

Ceat financial services

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Strategic Flexibility

EGIC MANAGEMENT

A set of capabilities used to respond to various demands and opportunities existing in a dynamic and uncertain competitive environment

It involves coping with uncertainty and the accompanying risks

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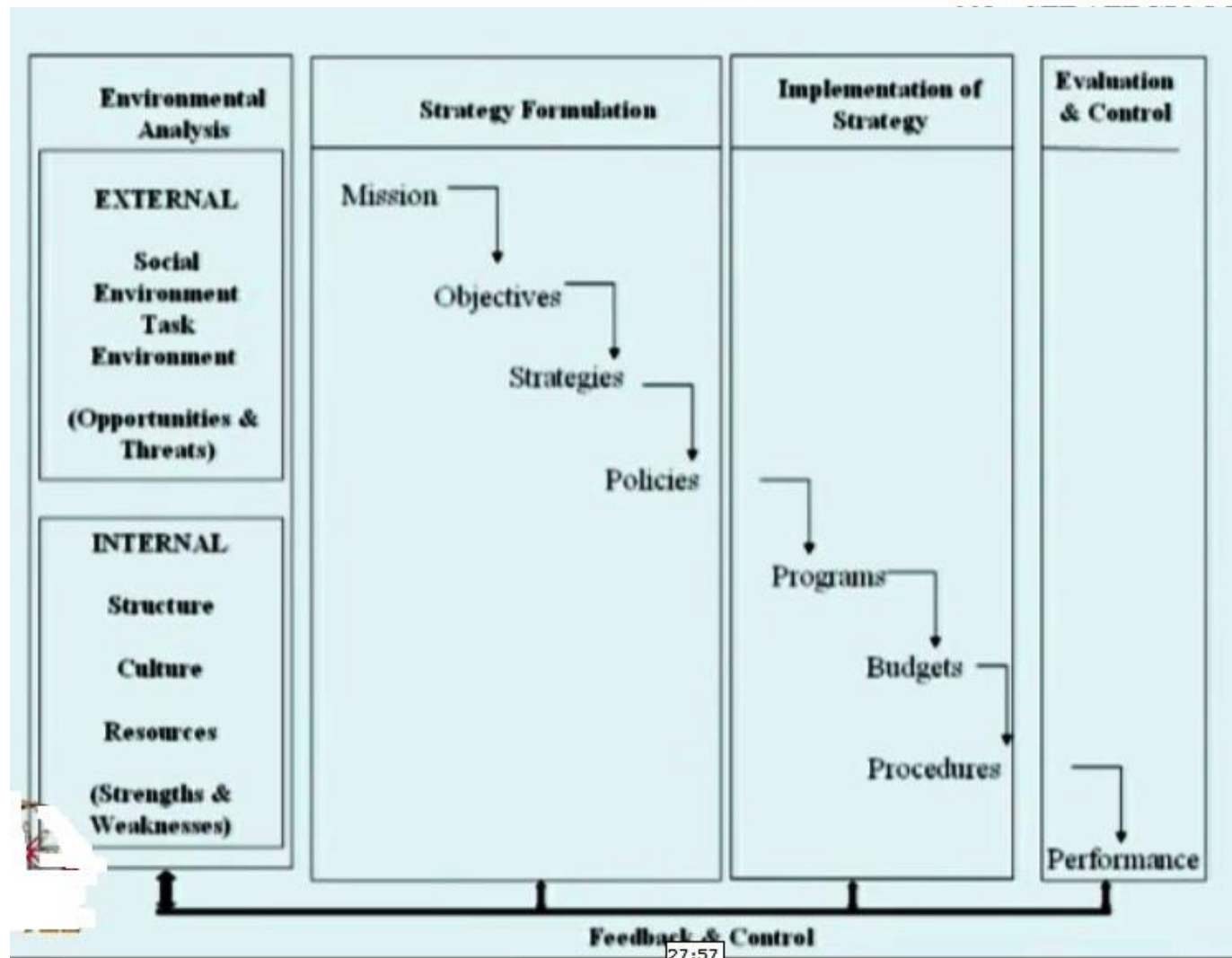
Strategic Management Process

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NAGEMENT

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MINTZBERGS MODES OF STRATEGIC DECISION MAKING

- ENTREPRENEURIAL MODE
- ADAPTIVE MODE
- PLANNING MODE
- LOGICAL INCREMENTALIZATION

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ENTREPRENEURIAL MODE

- Strategic decision is taken by one powerful individual.
- The focus is on opportunities; problems are secondary;
- It is guided by the founder's own vision of direction;
- It is exemplified by large bold decisions.

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ADAPTIVE MODE

- It is characterized by reactive solutions to existing problems;
-

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PLANNING MODE

- To systematic gathering of appropriate information for situation analysis,
- Generation of feasible alternative strategies and rational selection of the most appropriate strategy - includes proactive search for new opportunities and relative solutions of existing problems.

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LOGICAL INCREMENTALIZATION

- Refers to synthesis of planning, adaptive and to a lesser extent - entrepreneurial mode of decision-making
- Useful when the environment is changing rapidly

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Benefits

- It emphasizes on performance
- Clearer sense of strategic vision for the firm
- Sharper focus on what is strategically important
- Improves understanding of a rapidly changing environment

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Stake holders in Business

- ❑ Any person with an interest in the business
- ❑ Who can contribute to the company's growth and success or who benefits from its success

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Stake holders in Business

1. Internal Stakeholders

Shareholders

Employees

Managers

Directors

2. External Stakeholders

Customers

Suppliers

Government

Banks/creditors

Trade unions

Mass Media

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1.4

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HIERARCHY OF STRATEGIC INTENT

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STRATEGIC INTENT

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- ✓ Gary Hamel, a lecturer at London Business School, and C.K. Prahalad, a University of Michigan professor
- ✓ Strategic intent refers to the purposes the organization strive for.
- ✓ The organizations strive for achieving the end results which are 'vision', 'mission', 'purpose', 'objective', 'goals', 'targets' .
- ✓ The strategic intent makes clear what an organization stands for.

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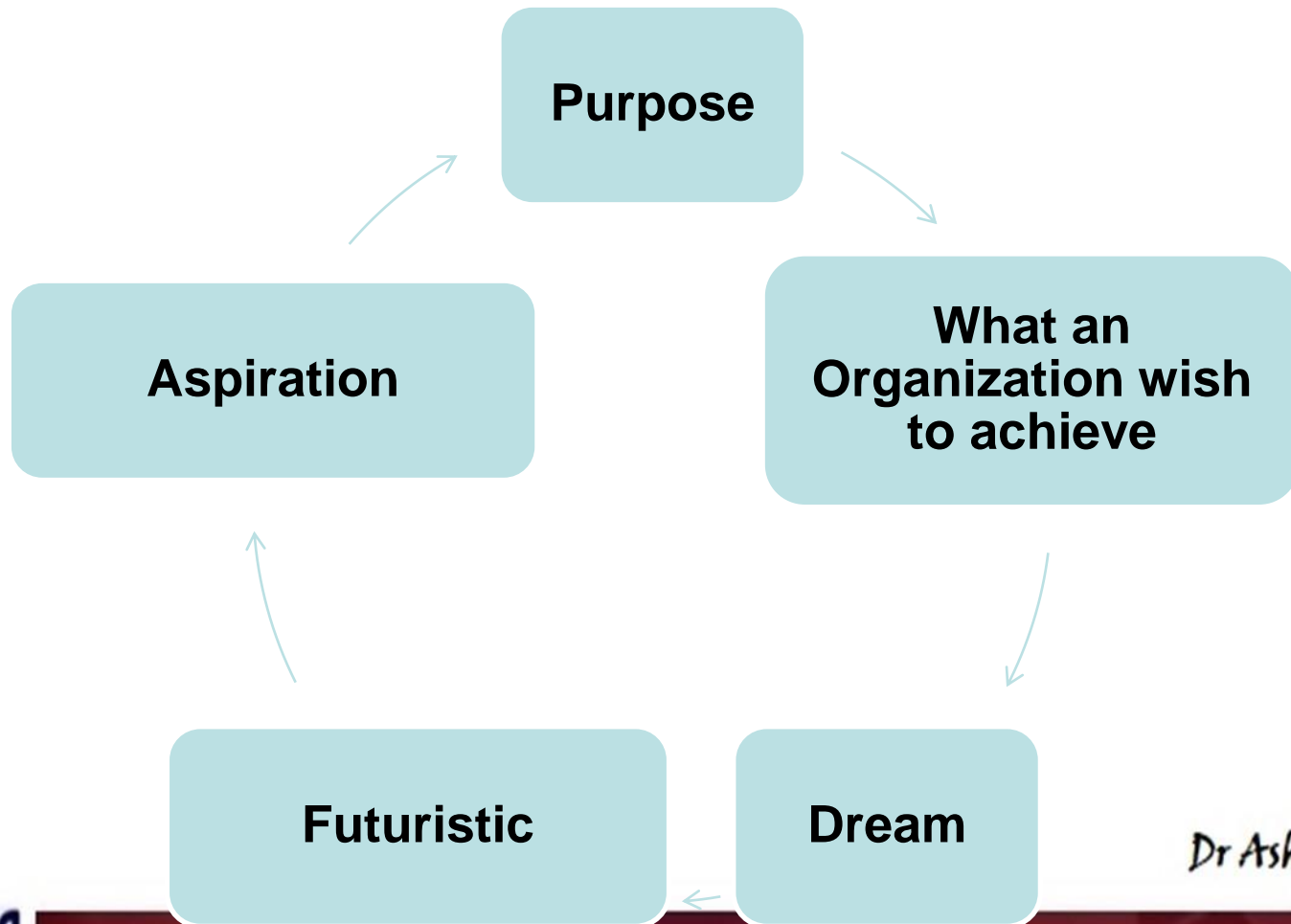
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VISION

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Vision



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Advantages of Having vision

Fosters
Experimentation

Long term
Thinking

Fosters Risk Taking

Competative,original and
Unique

Inspires/Motivates

Long term
Planning

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Mission

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Mission Statement

- Hynger and Wheelen

“ Purpose or reason for the organization's existence.



Mission statement

- A strategically revealing mission statement incorporates three elements
 - What customer need is being satisfied
 - Who is being satisfied
 - How value is created and delivered to customers satisfying their needs

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Business Mission

- An organization's business mission complements its business definition.
- It reflects management's vision of what the organization seeks to do.
- Some are general statements, others may be very specific.
- Clearly stated mission statements add focus to the organization's efforts.



Mission

- **Thompson**

“Essential purpose of the organization, concerning **Strategic Framework** particularly why it is in existence, the nature of the business it is in, and the customers it seeks to serve and satisfy.

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Characteristics of Vision Statement

STRATEGIC MANAGEMENT

Realistic and Achievable

Clear for Action



Distinct

Societal Linkage



Dynamic

Guide Objective

uswal



- Difference between
Vision & Mission

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Difference between Vision & Mission

STRATEGIC MANAGEMENT

POD

**Vision
Statement**

**Mission
Statement**

**What is it
About?**

**Where
organisation
wants to be?**

**How will
organization get
where it want to be?**

**Answers the
Question**

**Where do we
aim to be?**

**What do we do?
What makes us
different**

Future

Time

**Developing a
statement**

**What do we want to be
going forward? When
do we want to reach
the stage? How do we
want to do it**

**Present leading
to Future**

**Why we do what we
do? For whom and
why?**

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Strategy	Tactics
Planning	Doing
Large Scale	Smaller Scale
Why	How
Difficult to Copy	Easy to Copy
Long Time Frame	Short Time Frame

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• BUSINESS DEFINATION

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Which Customer Group the Firm wants to target?

Which needs of the target group the firm wants to satisfy?

Through which Product/Products?

Range Firm intends to offer?

How it will satisfy?

What kind of technology the firm wants to use?

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Oerik Abell

WATCH MAKING BUSINESS

Customer Groups

**Created according
to the identity of
the customers.**

**Individual
customers,
commercial
organizations,
sports
organizations,
educational
institutions**

Customer Functions

**Based on
provision of
goods/services to
customers.**

**Record time,
finding time,
alarm service
etc, may be a
gift item.**

**Alternative
Technologies**

**Manner in which a
particular function
can be performed
for a customer**

**Manual,
mechanical and
automatic**



GOAL



Success is a journey, not a destination.



Goal-An observable and measurable end result having one or more objectives to be achieved within a more or less fixed timeframe

GOALS: OFFICIAL (DESCRIBED IN MOA, CHARTER, ANN. REPORT)

OPERATIVE - WHAT ORGN IS REALLY ATTEMPTING TO DO CAN BE
INFERRED FROM ORGNL POLICIES; HELP FOCUS ATTN,
REDUCE UNCERTAINTY, CHOOSE ORGNL DESIGN ALTVES

OPERATIONAL - USED BY SUP. PERSONNEL OR MGRS TO INFLUENCE
THE BEHVR OF SUBORDINATES AND MEASURE THEIR
PERFORMANCE

OFFICIAL - ABSTRACT, IDEALISTIC; OPERATIVE -
ACTUAL GOALS BUT NOT ARTICULATED;
OPERATIONAL - DETAILED. MEASURABLE

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Policy

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POLICIES: GUIDE TO ACTION



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Objective

Specify How Goals are to be Achieved

Process of Achieving Goals

Set for each of the Functional Area

SMART

Refers to End results

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Purpose of setting Objectives

- The Purposes of Setting Objectives:
 - To **convert** the vision and mission into specific, measurable, timely performance targets.
 - To **focus** efforts and align actions throughout the organization.
 - To **serve** as yardsticks for tracking a firm's performance and progress.
 - To **provide** motivation and inspire employees to greater levels of effort.

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Linking Objective to Mission and Vision

Vision- What an organisation wish to achieve in Future

Mission -Relates on Organisation to society

Direction to firm

Need to convert into action

Objective: What is to be achieved to be in a given time period

Objective refers to end result

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Values

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Belief, mindset, Assumptions

Shape how work is done in the
organization

Spells out Organizations Expectation &
Intended behavior of people

Decides Mode of Conduct

Reflects Culture of a business firm

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CSF- Critical Success Factor

KPI- Key Performance Indicator

KRA Key Result Area

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CSF- Critical Success Factor

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CSF- Critical Success Factor

001 STRATEGIC MANAGEMENT

KSF

Factors Essential for Success of the Firm

Achieve its Mission

Linked to Objectives

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Critical success factors are those elements that an organisation must perform properly in order to succeed. These often link with competences.

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- Threshold competences – it is critical that the organisation meets or exceeds the **minimum standards** expected by customers. For example, if a company sells products to a supermarket, then the supermarket will expect deliveries to be on-time.
- Core competences – these are what gives the company its competitive advantage and so it is critical that they are meeting the expectations of the customer (who will be paying a premium for the products / services)



'Those product features that are particularly valued by a group of customers, and, therefore, where the organisation must excel to outperform the competition'

• Or:

Where an organisation must perform well if it is to succeed.

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Critical success factors

Where an organisation must perform well if it is to succeed.

- Profitability
- Market position
- Market share
- Productivity
- Product leadership
- Personnel development
- Employee attitudes
- Public responsibility
- Balance between short and long range goals

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Critical success factors

Sources:

- Structure of the industry
- Competitive strategy :
- Industry position
- Geographical location
- Environmental factors
- Temporary factors
- Functional managerial position

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BANK

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Professional
Approach

Quality of Services
Rendered

Technology Used

Infrastructure

NPA

Quality of Manpower

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Comparison	KRA	KPI
Definition	Key Result Area outlines the outcome within the position for which the employee is responsible.	A Key Performance Indicator is a metric to determine the effectiveness of a certain area.
What is it?	A strategic result that you should aim to achieve	A metric to determine the progress within a KRA
Use	Describes the scope of a job role	Evaluates the productivity or success towards specific goals
Process	KRAs come before KPI	KPIs are created based on KRAs
Measurability	Qualitative	Quantitative
Structure	A KRA encompasses the entire job description and results needed.	KPIs don't tell the entire story. Multiple KPIs can be aligned to a KRA
Timeline	KRAs focus on long-term goals	KPIs are benchmarks that can change from month-to-month
Basis	KRAs are aligned with your organization's mission	KPIs can change based on many circumstantial factors

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KPI- Key Performance Indicator

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KPI- Key Performance Indicator

Business
Objectives

Determine.

Key Success
Factors (KSFs)

Tracked
by.

KPI

Metrics or measures in
terms of which
performance is measured

Standards are expected
level of performance

Identified from Vision

Number of Rejections

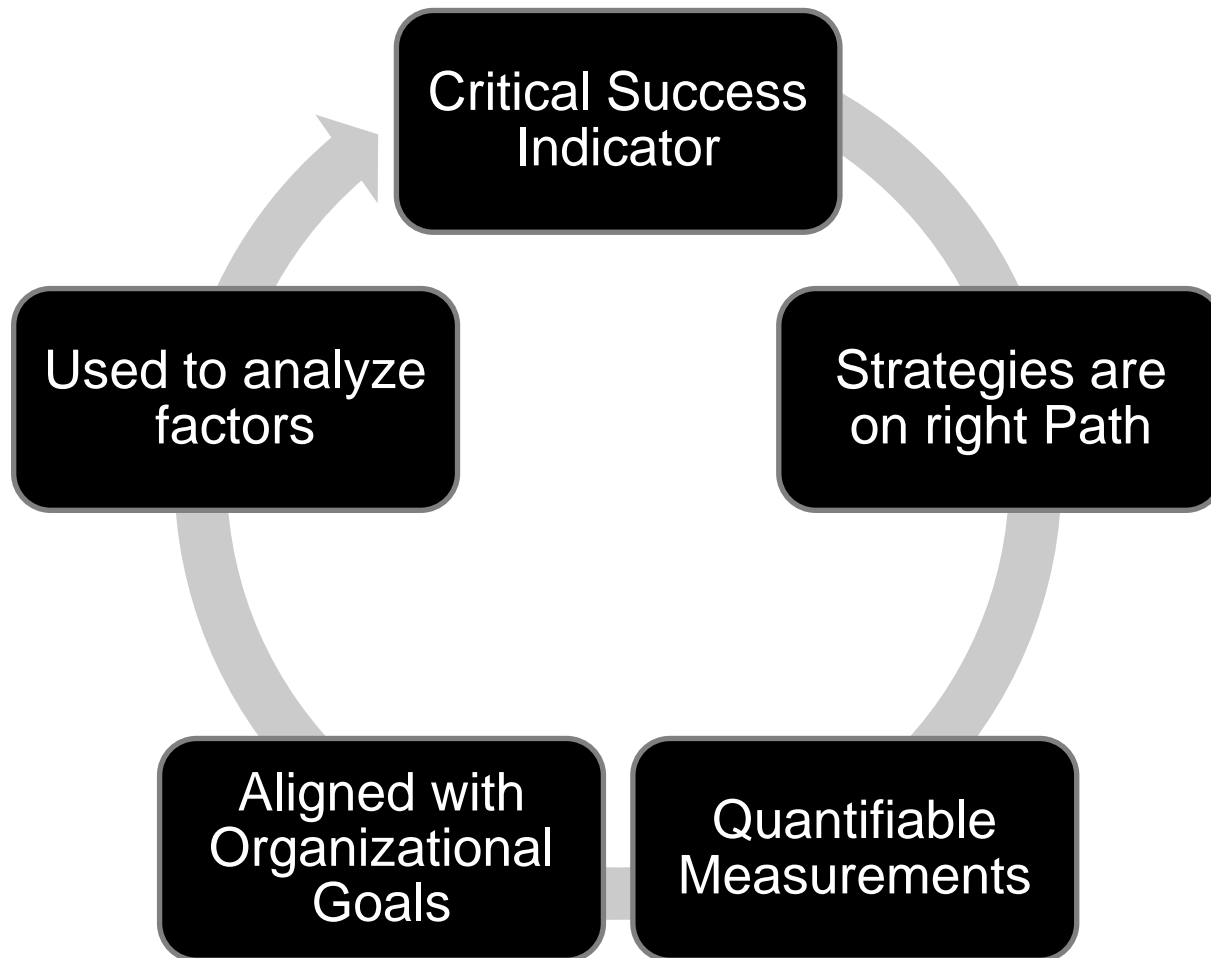
Vision is to deliver
Quality Products

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KPI

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KPIs can either be focused on drivers or outcomes and should be quantifiable

KPI Types	Definition	Sample KPIs
1. Outcomes	<ul style="list-style-type: none">Provides information on events or transactions that already happened	<ul style="list-style-type: none">Financial<ul style="list-style-type: none">RevenuesReturn on investmentMarginCustomer<ul style="list-style-type: none">Number of new customersPercent change in customers
2. Drivers	<ul style="list-style-type: none">Measures and tracks the activities that cause the outcomes	<ul style="list-style-type: none">Processes<ul style="list-style-type: none">Cycle timeSeconds to completeEmployee<ul style="list-style-type: none">Number of employees educated in certain process, etc.

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Quantify the CSF

Recall rate after
Delivery

Shoe
Manufacturing
Company

Product Reject
Rate

High Manufacturing
Quality

OTD

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Customer Retention

Customer
Penetration

Asset Quality

Banking

Capital Adequacy

Assets Under
Management

Loan Loss

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KRA Key Result Area

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Outcome Or Outputs To
Which Role Is Responsible

Clarify Role: Clearly Defined
boundaries and states what
job looks like

Key Work Outputs

Refer to the general metrics
or parameters which the
organisation has fixed for a
specific role

Is for Employees not for
Team

Define the job profile for the
employee and enable them
to have better clarity of their
role.

Result of the Activity ,not the
activity

They sum up the job profile
as well as the key impact
areas on which the employee
is expected to deliver.

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Sales Executive 301 : STRATEGIC MANAGEMENT

Performance Area	KRA
Quantity of Work	Generate Revenue Through Clients
	Client Acquisition
	Win Back Or Activate Old/Inactive Clients
	Service The Clients Who Have Traded
Quality of Work	Ensuring Zero Bad Debts/Timely Cleaning Of Ledger Debits
	Having Face To Face Interactions With Clients

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STRATEGIC GROUP

- **Organization within an industry with similar strategic characteristics, following similar strategies or competing on similar bases are called strategic groups.**
- **Different characteristics which distinguish between strategic groups.**
 - Size, breadth of product range
 - Geographical coverage
 - Quality or service levels or marketing spend.

Helps in understanding who are the most direct competitors of any given organization and on what basis competitive rivalry is likely to take place within each strategic groups.

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Michael Porter's Five Forces Framework



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Porters Five Forces Framework

- Threats Of New Entrants
- Bargaining Power Of Suppliers
- Bargaining Power Of Customers
- Threats Of Substitute
- Competitive Competition.

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Threats of New Entrants

- **Economies Of scale**
- **Learning Experience effect**
- **Cost disadvantage independent of scale**
- **Brand benefits**
- **Capital Requirements**
- **Switching cost**
- **Access to distribution channels**
- **Anticipated growth**

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Bargaining power of the Suppliers

- Importance of Buyer to suppliers
- Importance of Suppliers Product to buyers
- Greater concentration among suppliers than among buyers
- High switching cost for Buyers
- Credible threat of Forward Integration by suppliers

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Bargaining Powers of Customers

- Undifferentiated or standard supplies
- Customers Price Sensitivity
- Accurate information about the cost structure of suppliers
- Greater concentration in buyers industry than in suppliers industry and relatively large volume purchase
- Credible theory of Backward integration by buyers

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Threat of substitute

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- **Electronic Publishing /Texts**

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Competitive Rivalry

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- **Stability of environment**
- **Life Expectancy of Competitive Advantage**

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ENVIRONMENTAL ANALYSIS

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Environment

Surrounding conditions
that impacts the
strategies

Surroundings in which
business operates

Internal Environment

External Environment

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Why External Environment Analysis

Anticipate The
Opportunities

Warns The Organization
About The Threats.

Plan To Meet The
Challenges

To Meet The
Unanticipated Changes

Face The Ever Increasing
Competition

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PESTEL FRAMEWORK

Political

Technological

Economic

Environment

Socio-cultural

Legal

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Political

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Decides the governance pattern of Particular country

How does the political system influence the business?

Stable Government-
Conducive for Business

Coalition Government

Approaches of the government towards business? Are they restrictive or facilitating?

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Economic

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Inflation

Low interest rates on
personal savings

Compel individuals to
towards equity and bond
markets

Capital market activity
and the mutual fund
industry.

Value Of Currency
Reduces.

Each Unit Of Currency
Buys Fewer Goods And
Services.

2 or 3% is beneficial for
an economy

Encourages people to buy
more and borrow more

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Economic factors throw light on the nature and direction of the economy in which a firm operates

Gross National Product

Monetary Policy

Expansionary And
Contractionary In
Nature.

Increasing money supply
and reducing interest rates
indicate an expansionary
policy

Economic

GNP measures the monetary value of all the finished goods and services produced by the country's factors of production irrespective of their location

Macroeconomic Policy Laid
Down By The Central Bank.

It involves management of
money supply and interest rate

To Achieve Macroeconomic
Objectives Like Inflation,
Consumption, Growth And
Liquidity



Socio-cultural

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Demographic Factors

Population, Age,distribution,
Literacy Levels, Inter-state
Migration, Rural-urban
Mobility, Income Distribution

Shifts in age distribution
caused by improved birth
control methods

Created opportunities for
youth centric products
ranging from clothes to
entertainment to media.

Aging population

Potential Positive Effect on
Medical Services

Negative effect on
Colleges & schools

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Multiple income

Positive on fast food, Hotel
tourism

Literacy and the composition
of literates

large number of English
speaking engineers

Software Giants

Viability Of Cheap Labour

Labour Intensive Projects

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Cultural Factors

Social attitudes, values,
customs, beliefs, rituals and
practices

Festivals in India

Opportunity for certain
industries like clothes and
garments, jewellery, gift items

Social values and
beliefs affect our
buying behaviour

Walt Disney- Sucessful in US
Market/European Market
Failed

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Technological

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- 1 . Biotechnology
2. Process innovation
3. Digital revolution
4. Government spending on research
5. Government and industry focus on technological effort
6. New discoveries/development
7. Speed of technology transfer
8. Rates of obsolescence

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Legal

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1. Monopolies legislation /Anti trust regulation
2. Employment law
3. Health and safety
4. Product safety

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Environmental Threat and Opportunity Profile (ETOP)

- MANAGEMENT TOOL
- THREATS AND OPPORTUNITIES
- GATHERING, ANALYZING AND DISPENSING INFORMATION

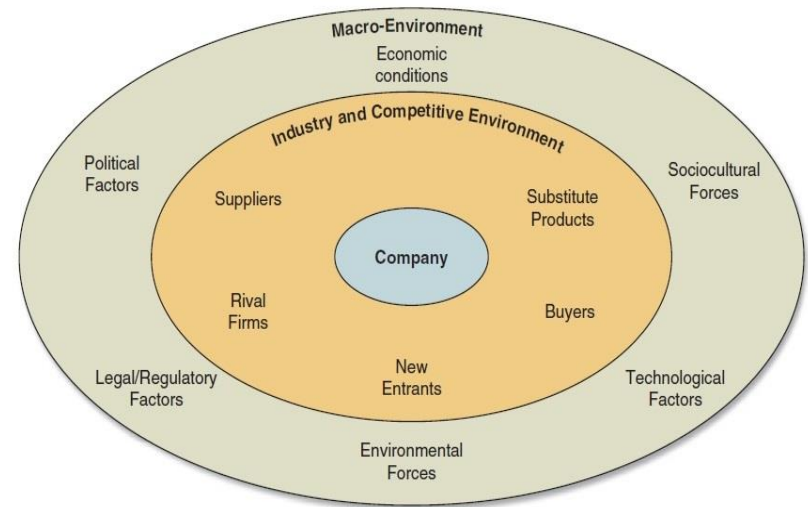
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STEPS TO CREATE ETOP

- ETOP PROCESS INVOLVES DIVIDING THE ENVIRONMENT INTO DIFFERENT ENVIRONMENTAL SECTORS
- ANALYZING THE IMPACT OF EACH SECTOR ON THE ORGANISATION

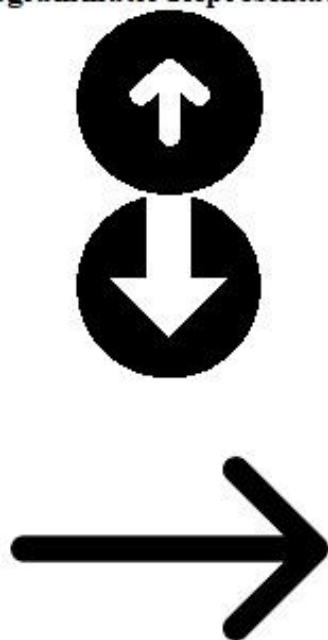
The Components of a Company's External Environment



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Diagrammatic Representation



Impact

POSITIVE

NEGATIVE

NEUTRAL

		Helpful	Harmful
Internal	POSITIVE	Strengths	Weaknesses
	NEGATIVE	Opportunities	Threats
External	NEUTRAL		

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ETOP Profile

Factors	Description	Nature	O/T
Political			
Economical			
Socio cultural			
Technology			
Environment			
legal			
Bargaining power of Buyer			
Bargaining power of Supplier			
Substitutes			
Intense Firm rivalry			
Entry/exit barrier			

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Two Wheeler industry a thrust area for exports.

Growing affluence among urban consumers; Exports potential high.

Customer preference for motorbike, which are fashionable, easy to ride and durable

Technological up gradation of industry in progress

Eco Friendly

Many Brands are available and there is no differentiation

Mostly ancillaries and associated companies supply parts and components,

Industry is Saturated

Any body can enter

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ETOP Profile

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Factors	Description	Nature	O/T
Political	Two Wheeler industry a thrust area for exports.		
Economical	Growing affluence among urban consumers; Exports potential high.		
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Technology	Technological up gradation of industry in progress		
Environment	Eco Friendly		
legal			
Bargaining power of Buyer	Many Brands are available and there is no differentiation		
Bargaining power of Supplier	Mostly ancillaries and associated companies supply parts and components,		
Substitutes			
Intense Firm rivalry	Industry is Saturated		
Entry/exit barrier	Any body can enter		

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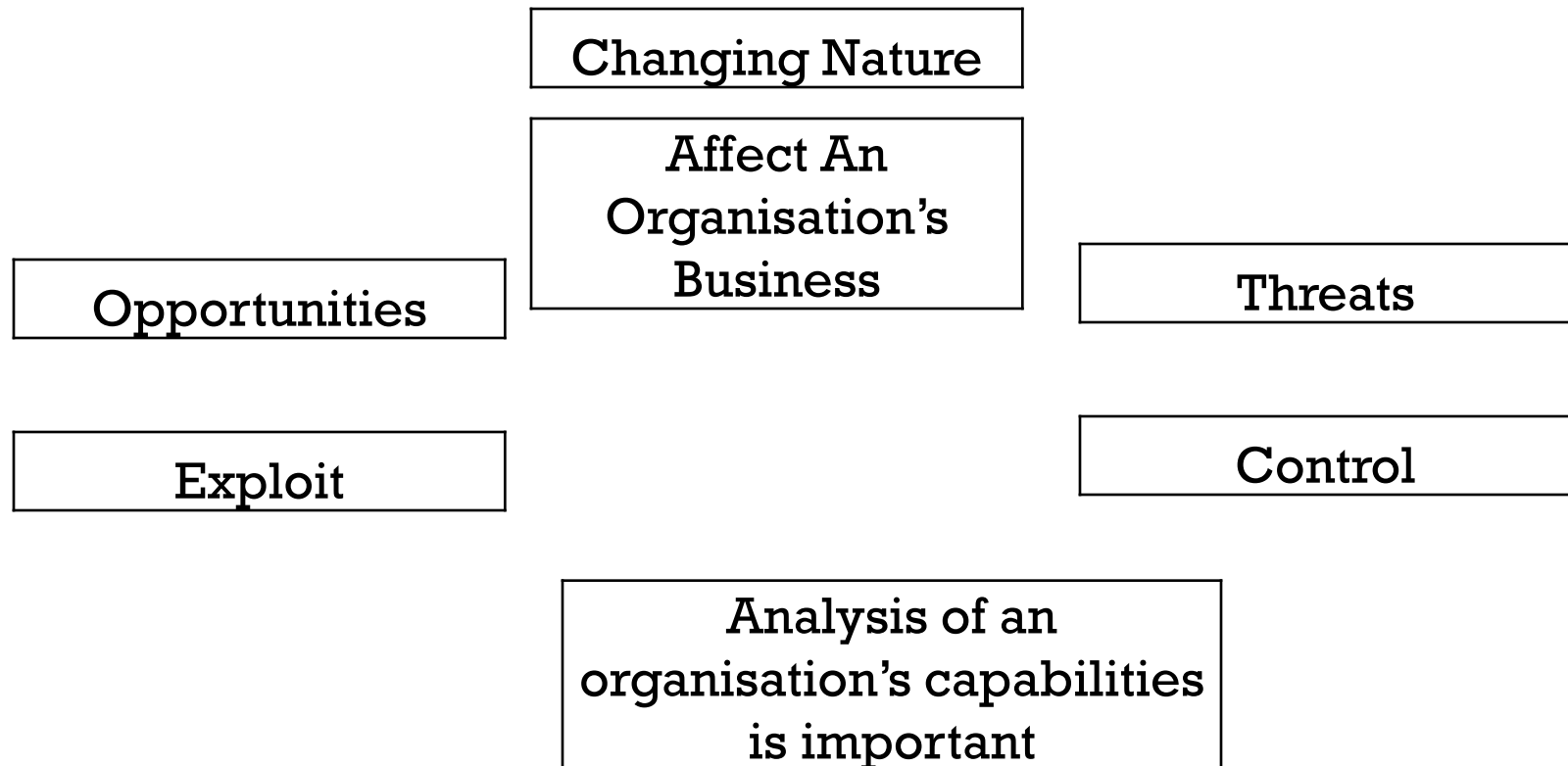
□ UNIT 2

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External Environment

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Good fit between a company's resource capability and its external situation.

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TYPES OF RESOURCES

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Assets

Capabilities

Competencies

Resource Based View of the
firm (RBV).

Collections of
tangible
and intangible
assets

Combined With
Capabilities

To use those assets.

How a firm's
internal strength
and weaknesses
affect its ability to
compete

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Are big determinants
of its competitiveness

Owned and controlled
by the company
and its external
situation.

Apple's Product Innovation Capability
Pepsico Marketing and Brand Management
Capability

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Assets

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Tangible Assets

Any physical means a firm uses to provide value to its customers

The factors of production used by firms in providing its customers with valuable goods and services

Intangible Assets

Physical presence cannot be felt or seen

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Types of Assets

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Tangible Assets

- **Physical Resources:**
land,
Manufacturing
Plants, Equipments
- **Organizational Resources:**
IT &
communication
system

Intangible Assets

- **Human Asset & Intellectual Capital:** Experience, talent knowledge
- **Brands, Company image & reputational assets**
- **Company Culture**

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Guidelines what makes valuable asset

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Scarcity

A situation in which something is not easy to find or get

Inimitability

Incapable of being copied

Durability

How well it performs, stands to usage or maintains its quality over time

Superiority

Extraordinary.

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Capabilities

Management
Education

Quality of their
output in terms

Similar resources
and infrastructure

Skills and
Experience

Difference in output can
be explained on account
of the skills

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Competencies

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The ability to
perform

3M corporation
Product Innovation

Is an activity that a
firm has learned to
perform with
proficiency

A proficiently
performed internal
activity that is
central to a firm's
strategy and
competitiveness

Core Competence

A Distinctive
Competence

Is a competitively
valuable activity
that a firm performs
better than its rivals

- Walt Disney Feature
film Animation

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A core competency is something that a firm can do well and that meets the following three conditions specified by Gary Hamel and C.K. Prahalad (1990):

Core competency provides consumer benefits

Core competency is not easy for competitors to imitate

Core competency can be leveraged widely across many products and markets. *Dr Ashish R Jaswal*



Barney

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VRIO Framework

Model to evaluate Core Competency

Value

Does it provide
competitive advantage
& Customer value?

Rarity

Do no other
competitors possess
it?

Imitability

Is it costly for others to
imitate?

Organisation

Is the firm organised to
exploit the resource?
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HOW OC contributes to Strength and Weakness

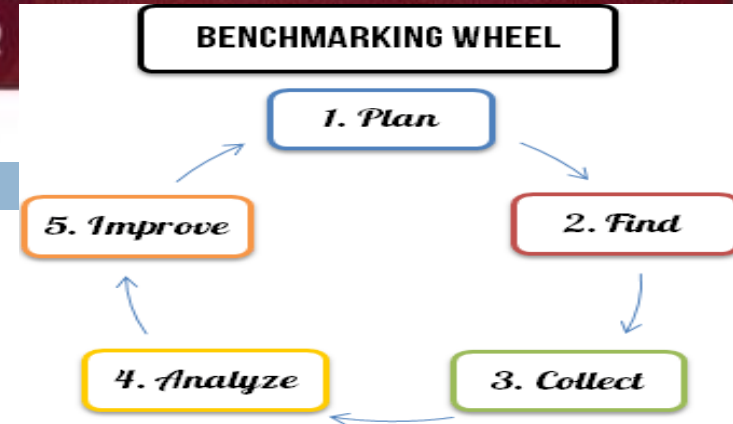
Are The Capabilities valuable?	Are The Capabilities rare?	Are The Capabilities costly to imitate?	Are The Capabilities organized for usage ?	Are The Capabilities strengths or weakness?
No	-----	-----	No	Weakness
Yes	No	-----	Yes	Strength
Yes	Yes	No	Yes	Strength and distinctive competence
Yes	Yes	Yes	Yes	Strength and sustainable distinctive competence



Benchmarking

Compares an organization's performance against 'best in class'

Effort to improve the corresponding practice in their own firm.



Competitive
benchmarking

Best practices is
limited to competitors

Functional
benchmarking

seek out the best
practices
regardless of what
industry they are in,

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Sources

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Reports, trade
groups, analysts
and customers

Data from
consulting firms

Visits to benchmark
companies

Assesses whether
the cost
competitiveness
and effectiveness of
a firm's value chain
activities

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□ Value Chain Analysis

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Support
Activities

Firm Infrastructure

Human Resource Management

Technology Development

Procurement

Inbound
Logistics

Operations

Outbound
Logistics

Marketing
and
Sales

Service

Primary Activities

The Value
Chain M.E.
Porter (1980)

Margin

Margin



Value Created and Captured – Cost of Creating that
Value = Margin

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Corporate Portfolio Analysis

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Corporate Portfolio Analysis

- Business Portfolio Analysis
- BCG Matrix
- GE 9 Cell Model

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Portfolio Analysis- Introduction

MGT. STRATEGIC MANAGEMENT

Is an analysis of the corporation as a portfolio of different business with the objective of managing it for returns on its resources

Corporate
Investments

Expand or add/
curtailed or
disposed off

Focus on present
and future

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Portfolio Analysis- Introduction

- Activities of the company/effectiveness in market Place
- Concerned with three Aspects:
 1. Net cash Flow
 2. State of development
 3. Risk

Evaluation of strategy

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Corporate Portfolio Analysis

IN STRATEGIC MANAGEMENT

- Business Portfolio Analysis
- BCG Matrix
- GE 9 Cell Model

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BCG MATRIX

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- Developed by Bruce Henderson of Boston Consulting Group in early 70's
- Organizational Strategy based on market share of the business and growth of the market in which business exist

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Relative Market Share

High

Low

Stars

Generate considerable income

Strategy: Invest more funds for future growth

Question Marks

Have potential to become stars or cash cows

Strategy: Either invest more funds for growth or consider disinvesting

Cash Cows

Generate strong cash flow

Strategy: Milk profits to finance growth of stars and question marks

Dogs

Generate little profits

Strategy: Consider withdrawing

Industry Growth Rate

High

Low



Criticism

- ❑ Market growth is inadequate measure of a markets attractiveness
- ❑ Market share is an adequate measure of products ability to generate cash
- ❑ The focus on market share and market growth ignores issues such as developing a sustainable competitive advantage
- ❑ The product life cycle varies

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BCG Matrix for Bharti Airtel

Market Growth Rate

HIGH

Stars

Mobile Services

?

Retail
Insurance
DTH & IPTV
Broad Band

Cows

Dogs

- Fixed Line Services

LOW

HIGH

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Mc Kinsey Matrix or G.E.Nine Cell

- General Electric in engagement with McKinsey in 1970
- The GE/McKinsey Matrix is a nine-cell (3 by 3) matrix used to perform business portfolio analysis as a step in the strategic planning process.
- Identifies the optimum business portfolio as one that fits perfectly to the company's strengths and helps to exploit the most attractive industry sectors or markets.

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Industry Attractiveness

- Factors determining Industry Attractiveness:
 - 1) Size of market 10%
 - 2) Rate of growth of sales and cyclic nature of business 15%
 - 3) Nature of competition including vulnerability to foreign competition 15%
 - 4) Susceptibility to technological obsolescence and new products 10%
 - 5) Entry conditions and social factors 10%
 - 6) Profitability 40%
- The Index is thus based on a thorough environmental assessment influencing the sector profitabilities

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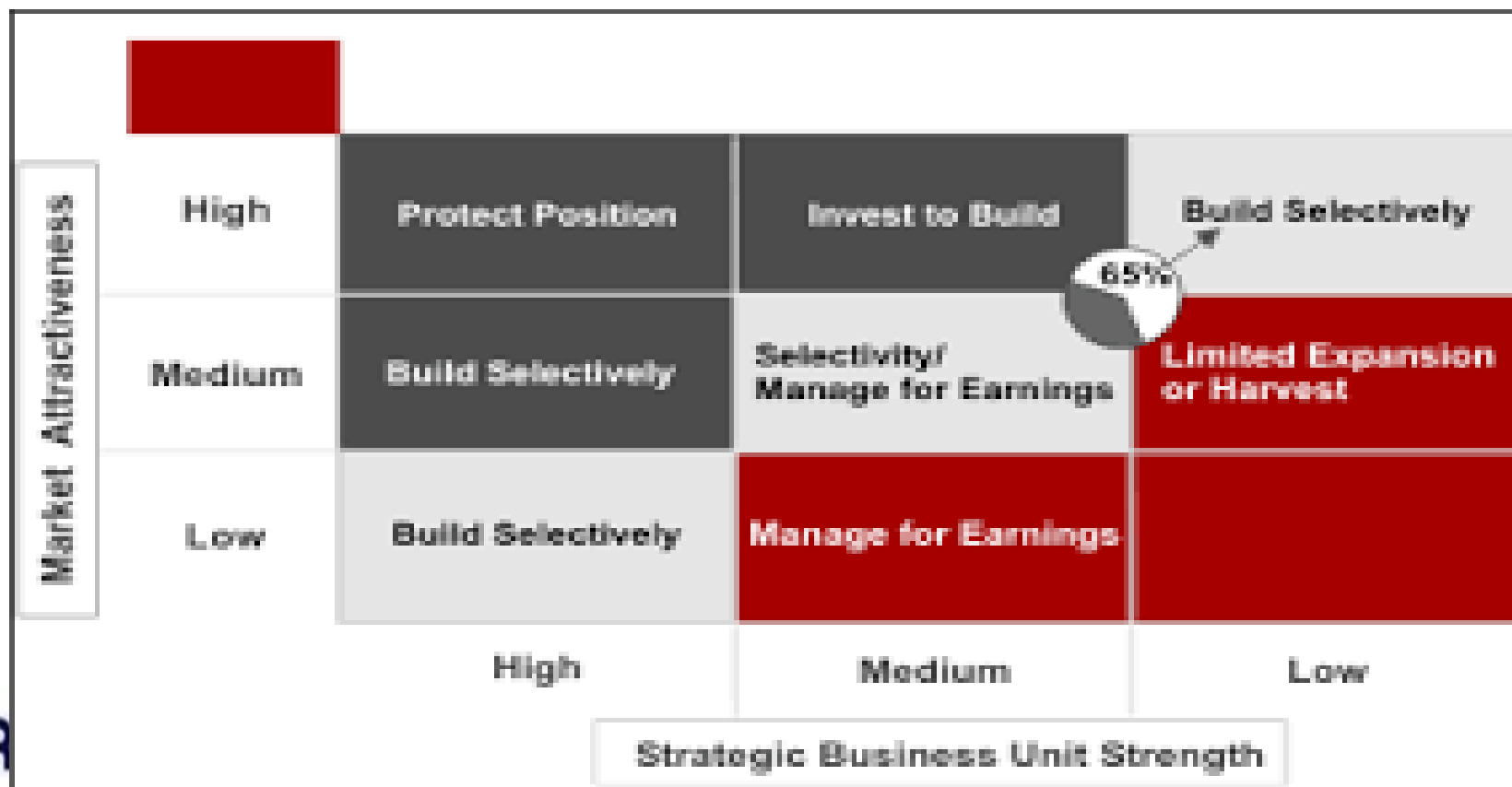
Business Position

- 1) Market Share and Capacity 20%
- 2) Growth Rate 10%
- 3) Location and Distribution 10%
- 4) Management Skill 15%
- 5) Workforce Harmony 20%
- 6) Technical Excellence including Product and Process Engg. 20%
- 7) Company Image 5%

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Mc Kinsey Matrix or G.E.Nine Cell





Mc Kinsey Matrix or G.E.Nine Cell

Industry Attractiveness	Business Position	Strategy	Action
LOW	LOW	NO-GROWTH RED SPOTLIGHT STRATEGY	GENERATE EARNING NO PLAN FOR ADDITIONAL INVESTMENT
MEDIUM	HIGH	GROWTH GREEN SPOTLIGHT STRATEGY	FURTHER INVESTMENTS
HIGH	LOW	YELLOW STOPLIGHT STRATEGY	GROWTH OR NO GROWTH STRATEGY

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Organizational Capability

Is the inherent capacity or potential of an organization

Is an Inherent capability which an organisation can use to gain a strategic dis advantage

Is an Inherent capability which an organisation can use to gain a strategic advantage

To Use Its Strengths And Weakness

In Order To Exploit The Opportunities And Face The Threats In External Environment

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Organizational Capability Factors

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Finance
Capability
Factor

Marketing
Capability
Factor

Operation
Capability
Factor

Personnel
Capability
Factor

Information
Management
Capability
Factor

General Management
Capability Factor

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Strategic Advantage Profile

Tool

Making systematic
evaluation of the
enterprise's internal factors

Which Are
Significant For The
Company In Its
Environment



- Finance Capability Factors

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FINANCE CAPABILITY FACTORS

Capital Structure, procurement of capital, working capital availability, reserve & surplus, relationship with financial institution

Source of fund

Capital Investment, Fixed asset Acquisition, current Asset, loans and advances, shareholders confidence

Usage of fund

Management of fund

Efficient accounting and financial budgeting system, state of financial health, Effective Management control system

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CAPABILITY FACTORS- MARKETING

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Organizational Capability Factors

□ Marketing

a) Product Related

Product Mix, differentiation, positioning, Packaging

b) Price Related

Pricing objectives, policies, protection

c) Promotion Related

Promotion tools

d) Integrative and systematic

Favourable company and product image, marketing management and information system

Hindustan Lever - Distribution Channel

IDBI/ICICI Bank - Wide variety of products

Tata - Company / Product Image

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CAPABILITY FACTORS- OPERATION

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Organizational Capability Factors

□ Operation

a) Production System

High Level of capacity utilization, favorable plant location, high degree of vertical integration

b) Operation and control system

Reliable sources of supply, Existence of good inventory control system

c) R & D system

Product development, patents & technological collaboration

Apollo Tyres - Industrial relations problem

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CAPABILITY FACTORS- PERSONNEL

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□ Personnel

a) Personnel System

System for manpower planning , selection , development , compensation appraisal

b) Organization and Employee characteristic

Corporate image , congenial working environment , Highly motivated workforce

c) Industrial relation

Union management relationship, safe and statutory working conditions

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□ Information Management

a) Acquisition and retention of information

Source ,Quality ,Quantity ,timeliness ,security and retention capacity

b) Retrival and usage of information

Availability and appropriateness of information

c) Processing and usage of information

Database management and ability to synthesize information

d) Transmission and dissemination of information

Scope width scope and depth of information

e) Integrative, systemic and supportive

Top management understanding and support to It and its application

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Organizational Capability Factors

□ General Management

a) **General Management System**

Strategic management process , strategic intent,

b) **External Relations**

Influence and rapport with the government , regulatory and financial institutions
, Public relation

c) **Organizational Climate**

Development oriented culture , Effective management of organizational Change

Malayalam Manaroma - largest selling newspaper

Unchallenged leadership - Unified, stable

Best edited & most professionally produced

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Course : Strategic Management

Course Code:301

Sem-III

UNIT 3

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Session Outcome:

- **Meaning of GENERIC STRATEGIES**
- **Types**

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Michael Porter

- Professor of HBS
- Leading thinker on business strategy, especially on the subject of competitive strategy
- Firms success in strategy rests upon how it positions itself in respect to environment
- Company could use to gain competitive advantage,

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Competitive Advantage

- Ability of an organization to add more value for its customers than its rivals and therefore attain a position of relative advantage.
- Is what gives a firm an edge over its rivals
- Key drivers of competitive advantage are cost leadership and differentiation of product

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- Michael Porter developed three generic strategies, that a company could use to gain competitive advantage, back in 1980.



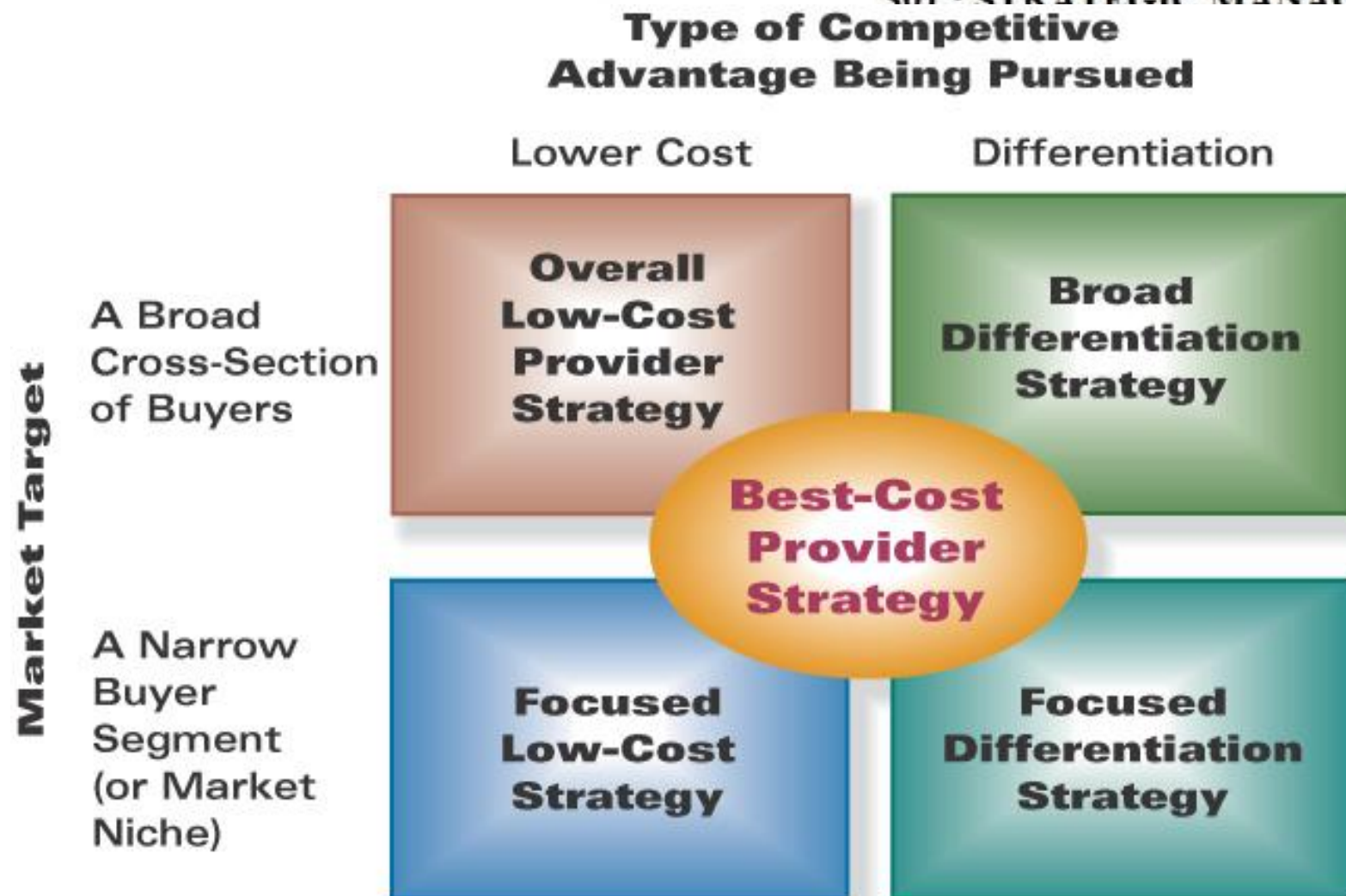
Porter's Generic Strategies

- Four strategies to achieve competitive advantage
- **COST LEADERSHIP:** Superior profits through lower cost
- **DIFFERENTIATION:** Higher profits by adding value to the product areas which are of real significance for customers who in turn are willing to pay premium prices.
- **FOCUS STRATEGY:** Concentrating on limited part of the market .FOCUS COST LEADERSHIP & FOCUS DIFFERENTIATION

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The Five Generic Competitive Strategies



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table 5.1 **Distinguishing Features of the Five Generic Competitive Strategies**

	Low-Cost Provider	Broad Differentiation	Best-Cost Provider	Focused Low-Cost Provider	Focused Differentiation
Strategic target	<ul style="list-style-type: none"> ● A broad cross-section of the market 	<ul style="list-style-type: none"> ● A broad cross-section of the market 	<ul style="list-style-type: none"> ● Value-conscious buyers 	<ul style="list-style-type: none"> ● A narrow market niche where buyer needs and preferences are distinctively different 	<ul style="list-style-type: none"> ● A narrow market niche where buyer needs and preferences are distinctively different
Basis of competitive advantage	<ul style="list-style-type: none"> ● Lower overall costs than competitors 	<ul style="list-style-type: none"> ● Ability to offer buyers something attractively different from competitors 	<ul style="list-style-type: none"> ● Ability to give customers more value for the money 	<ul style="list-style-type: none"> ● Lower overall cost than rivals in serving niche members 	<ul style="list-style-type: none"> ● Attributes that appeal specifically to niche members
Product line	<ul style="list-style-type: none"> ● A good basic product with few frills (acceptable quality and limited selection) 	<ul style="list-style-type: none"> ● Many product variations, wide selection; emphasis on differentiating features 	<ul style="list-style-type: none"> ● Items with appealing attributes; assorted upscale features 	<ul style="list-style-type: none"> ● Features and attributes tailored to the tastes and requirements of niche members 	<ul style="list-style-type: none"> ● Features and attributes tailored to the tastes and requirements of niche members
Production emphasis	<ul style="list-style-type: none"> ● A continuous search for cost reduction without sacrificing acceptable quality and essential features 	<ul style="list-style-type: none"> ● Whatever differentiating features buyers are willing to pay for; strive for product superiority 	<ul style="list-style-type: none"> ● Upscale features and appealing attributes at lower cost than rivals 	<ul style="list-style-type: none"> ● A continuous search for cost reduction while incorporating features and attributes matched to niche member preferences 	<ul style="list-style-type: none"> ● Custom-made products that match the tastes and requirements of niche members
Marketing emphasis	<ul style="list-style-type: none"> ● Try to make a virtue out of product features that lead to low cost 	<ul style="list-style-type: none"> ● Tout differentiating features ● Charge a premium price to cover the extra costs of differentiating features 	<ul style="list-style-type: none"> ● Tout delivery of best value ● Either deliver comparable features at a lower price than rivals or match rivals on prices and provide better features 	<ul style="list-style-type: none"> ● Communicate attractive features of a budget-priced product offering that fits niche buyers' expectations 	<ul style="list-style-type: none"> ● Communicate how product offering does the best job of meeting niche buyers' expectations
Keys to sustaining the strategy	<ul style="list-style-type: none"> ● Economical prices/ good value ● Low costs, year after year, in every area of the business 	<ul style="list-style-type: none"> ● Stress constant innovation to stay ahead of imitative competitors ● A few key differentiating features 	<ul style="list-style-type: none"> ● Unique expertise in simultaneously managing costs down while incorporating upscale features and attributes 	<ul style="list-style-type: none"> ● Stay committed to serving the niche at lowest overall cost; don't blur the firm's image by entering other market segments or adding other products to widen market appeal 	<ul style="list-style-type: none"> ● Stay committed to serving the niche better than rivals; don't blur the firm's image by entering other market segments or adding other products to widen market appeal



COST LEADERSHIP

COST LEADERSHIP

WALMART

Discount Retailing

Mc Donalds

Fast Food Restaurant

Dell

Computers

South West Airlines



- A leading cost strategy is the ability to purchase the land and buildings of its restaurants
- McDonalds also developed a strong division of labor for its production processes
- Tight management control and product development strategy.
- Creating a strong top-down style of management is another leading cost strategy for McDonalds
- Using fewer in-store managers allows the company to hire lower-wage workers to complete tasks.

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- After nearing complete bankruptcy in the 1980s
- Clawed its way back into the personal electronic industry through smart business practices and highly desirable consumer goods.
- Apple uses low-cost direct materials to develop the Economical consumer goods possible.
- Creating long-standing business agreements with companies like AT&T for web hosting and other applications helps Apple stay focused on developing products rather than Internet hosting or access



Apple's First Logo (1976)



1976-1998



Current logo

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WALMART & IKEA

- Wal-Mart - By successfully adopting a cost leadership strategy over the decades, Wal-Mart has emerged as the largest company (in terms of revenues) in the world.
- IKEA transferring part of the value creation activities – transportation and assembly – to customers has re-defined the concept of innovation.

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Business Strategies and Other Parameters	Indigo
Business Model	Strictly followed a low-cost, single class as well as aircraft model
Expansion	Focused on inorganic expansion by adding a plane every six weeks
Resource Utilization and Operations	Second largest carrier by passenger carriage with 50 aircraft
Current Standing	In international expansion mode and is solidly profitable

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DIFFERENTIATION



- Medimix herbal soap differentiated itself on the herbal plank two decades back when there were only synthetic soaps.
- A new brand of herbal soap launched in today's context has to probably define the herbal qualities through an enhanced mix of ingredients to convey the differentiation because 'herbal' is the proposition of several brands both new and old.
- The established Medimix brand is currently running a campaign, which conveys the brand benefits through appropriate imagery.

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PEPSICO



Tropicana



- By successfully adopting the 'focus' strategy since 1997, PepsiCo has emerged as the second largest consumer packaged goods company
- The company has significantly strengthened its competitive position in the beverages segment.
- By acquiring leading beverages' company like Tropicana products (July 1998), South Beach Beverage Company (October 2000) and Quaker Oats (December 2000)

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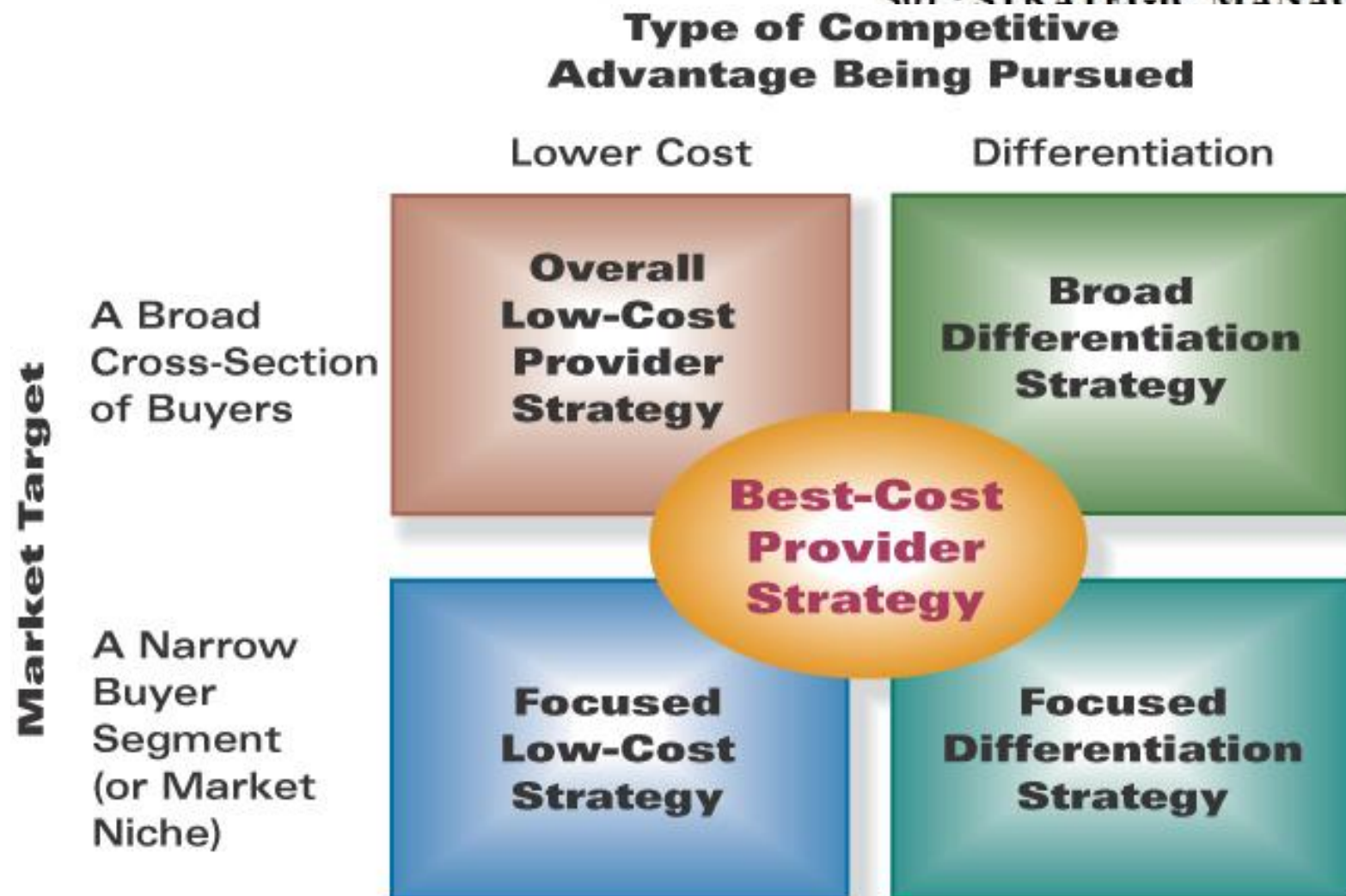
- Narayana Health is a proven model of what's known as “frugal innovation,” providing high-quality outcomes for lower cost and thereby expanding access to critical services.



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The Five Generic Competitive Strategies



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GRAND STRATEGY

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TYPES OF GRAND STRATEGY

- 1. Stability**
- 2. Growth**
- 3. Retrenchment**

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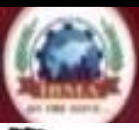


When to use Stability Strategy	Industry /economy is in turmoil
	Environment is volatile
	Uncertain conditions
	Finished a period of rapid growth



1. **HOLDING STRATEGY**
2. **STABLE GROWTH STRATEGY**
3. **HARVESTING STRATEGY**
4. **PROFIT STRATEGY** **ENDGAME**

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GROWTH STRATEGY

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Sales, And Share	Profits Market	1.Entering markets	new
		2.Acquiring resources	new
		3.Developing technologies	new
		4.Creating managerial capabilities.	new

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When to Use?

**Leader in its
industry and
wants to protect
its dominant
position**

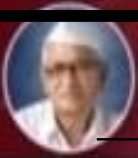
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When to Use?

Regulatory scenario

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When to Use?

Surplus Resources

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Types of Growth Strategies

**ORGANIC
GROWTH**

**INORGANIC
GROWTH**

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Types of Growth Strategies

ORGANIC GROWTH

Business expansion
through a
company's own
business activity.

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Types of Growth Strategies

**ORGANIC
GROWTH**

Internal Growth

Apple Inc.

**Trend-setting product innovation.
iMac, iPod iPhone.**

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Types of Growth Strategies

INORGANIC GROWTH

Business expansion
through
Acquisition/merger
other company's.

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Types of Growth Strategies

**INORGANIC
GROWTH**

External Growth

Microsoft

More Than 100 Acquisitions Since 1986.

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Different Types of Growth Strategies

ORGANIC GROWTH

Growth through
Intensification

- Ansoff's Model

Growth Through Integration

- Vertical Integration
- Horizontal Integration

Diversification

INORGANIC GROWTH

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Different Types of Growth Strategies

ORGANIC GROWTH

INORGANIC GROWTH

Mergers and
acquisitions

- Joint Ventures
- Strategic
alliances

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Different Types of Growth Strategies

ORGANIC GROWTH

Growth through Intensification

- Ansoff's Model

Growth Through Integration

- Forward Integration
- Backward Integration
- Horizontal Integration

Diversification

INORGANIC GROWTH

Mergers and acquisitions

- Joint Ventures
- Strategic alliances

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Growth through Intensification(Powerful)

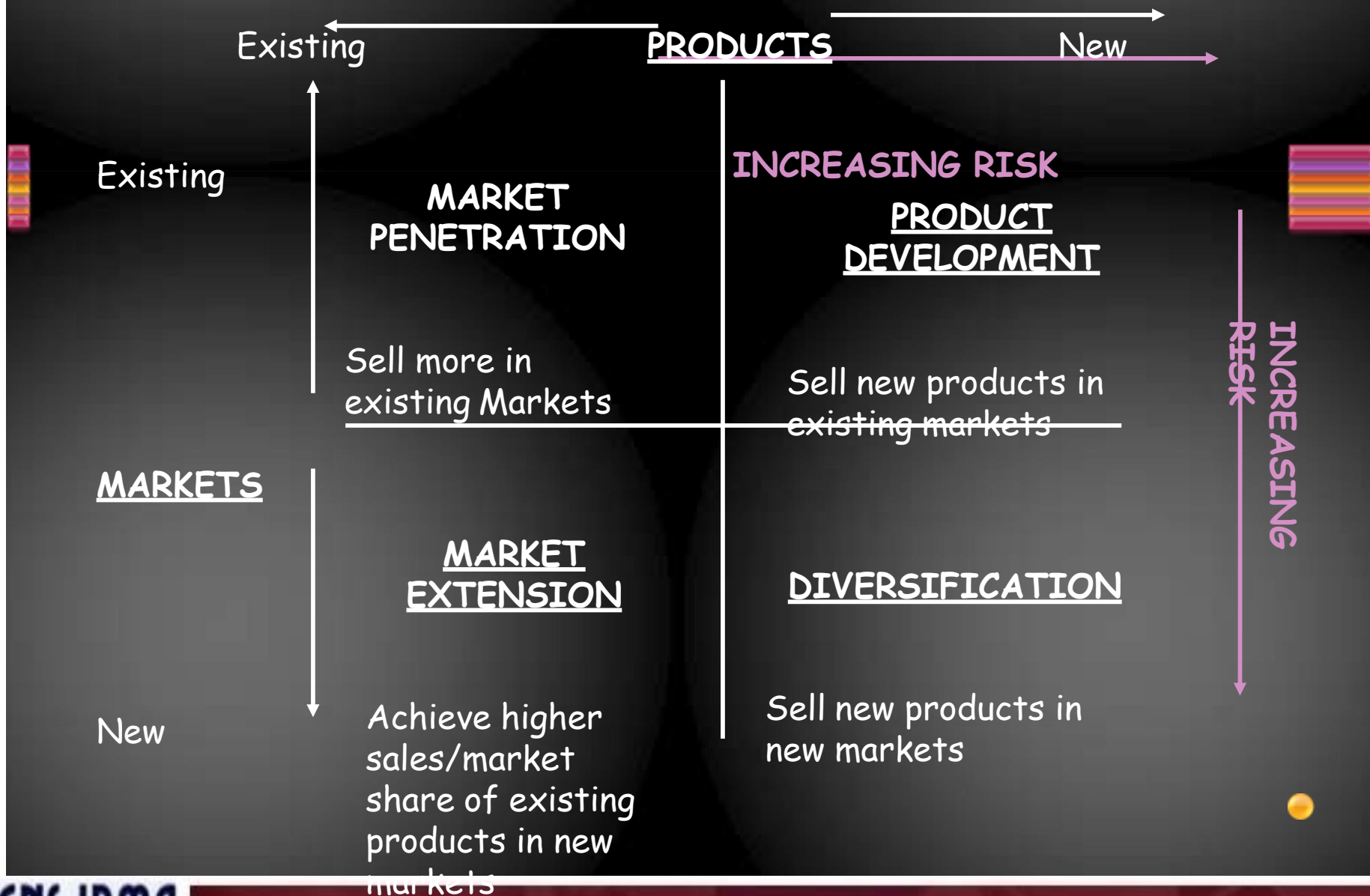
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Growth through Intensification(Powerful)

PRODUCT	MARKET
EXSISTING	EXSISTING
NEW	NEW

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Growth through Integration

EXPANDING EXTERNALLY BY
COMBINING WITH OTHER FIRMS

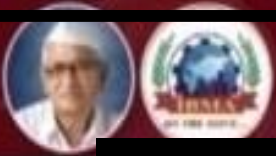
COMBINING ACTIVITIES RELATED TO
THE PRESENT ACTIVITY OF THE FIRM

Forward

Backward

Horizontal

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e	Definition
FORWARD	GAINING OWNERSHIP OR CONTROL OVER DISTRIBUTORS OR RETAILERS
BACKWARD	INCREASED CONTROL OF A FIRMS SUPPLIES
HORIZONTAL	SEEKING CONTROL OVER COMPETITORS

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DIVERSIFICATION

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DIVERSIFICATION

ENTRY INTO A BUSINESS WHICH IS
NEW TO AN ORGANIZATION.

CONCENTRIC-RELATED

CONGLOMERATE-UNRELATED

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CONCENTRIC-RELATED

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ENTRY INTO A BUSINESS WHICH IS NEW TO AN ORGANIZATION but related to its present business

TECHNOLOGY	Existing Technology	Curd-lassi
MARKETING	Same D C	BANK-Insurance
MARKETING AND TECHNOLOGY	A similar type of product is provided with the help of related Technology	Synthetic Water Tank Manufacturer – Prefabricated door and windows

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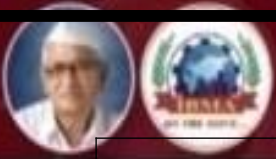
LARSEN & TOUBRO

STRATEGIC MANAGEMENT

It's all about Imagineering



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CONGLOMERATE OR UNRELATED DIVERSIFICATION

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GROW BY ADDING ENTIRELY
UNRELATED PRODUCTS AND MARKETS
TO ITS EXISTING BUSINESS.

INTRODUCES NEW PRODUCTS USING
DIFFERENT TECHNOLOGIES IN NEW
MARKETS

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bharti



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Different Types of Growth Strategies

ORGANIC GROWTH

INORGANIC GROWTH

Mergers and
acquisitions

- Joint Ventures
- Strategic
alliances

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MERGER

TWO OR MORE ORGANIZATIONS MERGE

FORMALLY LOSING THEIR CORPORATE
IDENTITIES

FORM ANOTHER ORGANIZATION THROUGH
COMBINING ASSETS & LIABILITIES

THE NEW CO. - HOLDING COMPANY

THE MERGING COMPANIES ARE SUBSIDIARY
COMPANIES

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FORMS OF MERGER

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MERGER THROUGH
ABSORPTION

MERGER THROUGH
CONSOLIDATION

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MERGER THROUGH ABSORPTION

Tata Fertilisers
Ltd (TFL)

Tata Chemicals
Ltd. (TCL).

Tata Chemicals Ltd. (TCL).

ASSETS, LIABILITIES AND SHARES

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MERGER THROUGH ABSORPTION
COMBINATION OF TWO OR
MORE COMPANIES
INTO AN 'EXISTING COMPANY
ONE LOSE THEIR IDENTITY

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MERGER THROUGH CONSOLIDATION

Hindustan Computers Ltd	Hindustan Instruments Ltd,
Indian Software Company Ltd	Indian Reprographics Ltd
HCL Ltd	

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MERGER THROUGH CONSOLIDATION

**COMBINATION OF TWO OR MORE
COMPANIES**

'NEW COMPANY

ALL COMPANIES ARE LEGALLY DISSOLVED

NEW ENTITY IS CREATED

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TYPES OF MERGER

Horizontal	Conglomerate	Vertical
Same area of business.	Unrelated lines	Different stages of production or distribution

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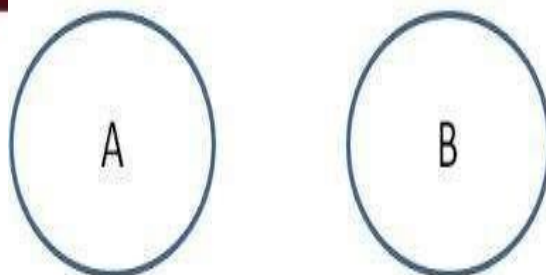
FRIENDLY MERGER	HOSTILE MERGER
<p>THE BOARD NEGOTIATES AND ACCEPTS AN OFFER</p>	<p>BOARD OF THE TARGET FIRM ATTEMPTS TO PREVENT THE MERGER OFFER</p>

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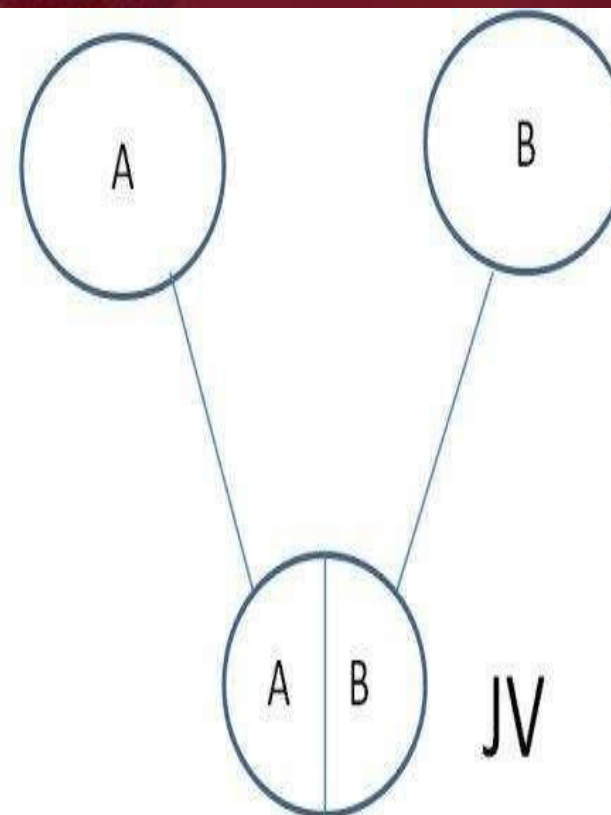
JOINT VENTURE AND STRATEGIC ALLIANCE

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Strategic Alliance

- No Separate Legal Entity
- Specific group in 'A' works with a group in 'B'



Separate Legal Entity

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JV vs. Strategic Alliance

MANAGEMENT

Joint Venture

- Contractual
- Separate legal entity
- Significant matters of operating and financial policy are predetermined and “owned” by the JV

Strategic Alliance

- May or may not be contractual
- Generally, not a separate legal entity
- Significant matters of operating and financial policy may or may not be predetermined but are “owned” by the individual participants

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Retrenchment Strategy

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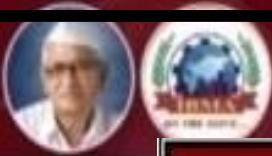


Retrenchment Strategy

**Reduce the scale or scope
of a corporation's businesses**

Conditions	Actions
<ul style="list-style-type: none">➤ Poor economic conditions➤ Increased competition	<ul style="list-style-type: none">➤ Lay off workers➤ Close inefficient factories➤ Sell unprofitable businesses

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Retrenchment Strategy

TYPES

Turnaround	Hold The Present Business And Cut The Costs”
-------------------	--

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Turnaround-How

Change in the product mix

Selling of assets which are not useful

Focus on specific products and customers and improved marketing

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TYPES

Divestment	Selling a Division or Part of an organization
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TYPES

Liquidation	Selling of Company's Asset,in parts for their tangible worth
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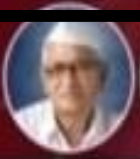
TYPES

Liquidation	Take the book value of assets, subtract depreciation and sell the business
--------------------	--

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Outsourcing is the process by which an organization contracts with another individual or company to get some of its work done.

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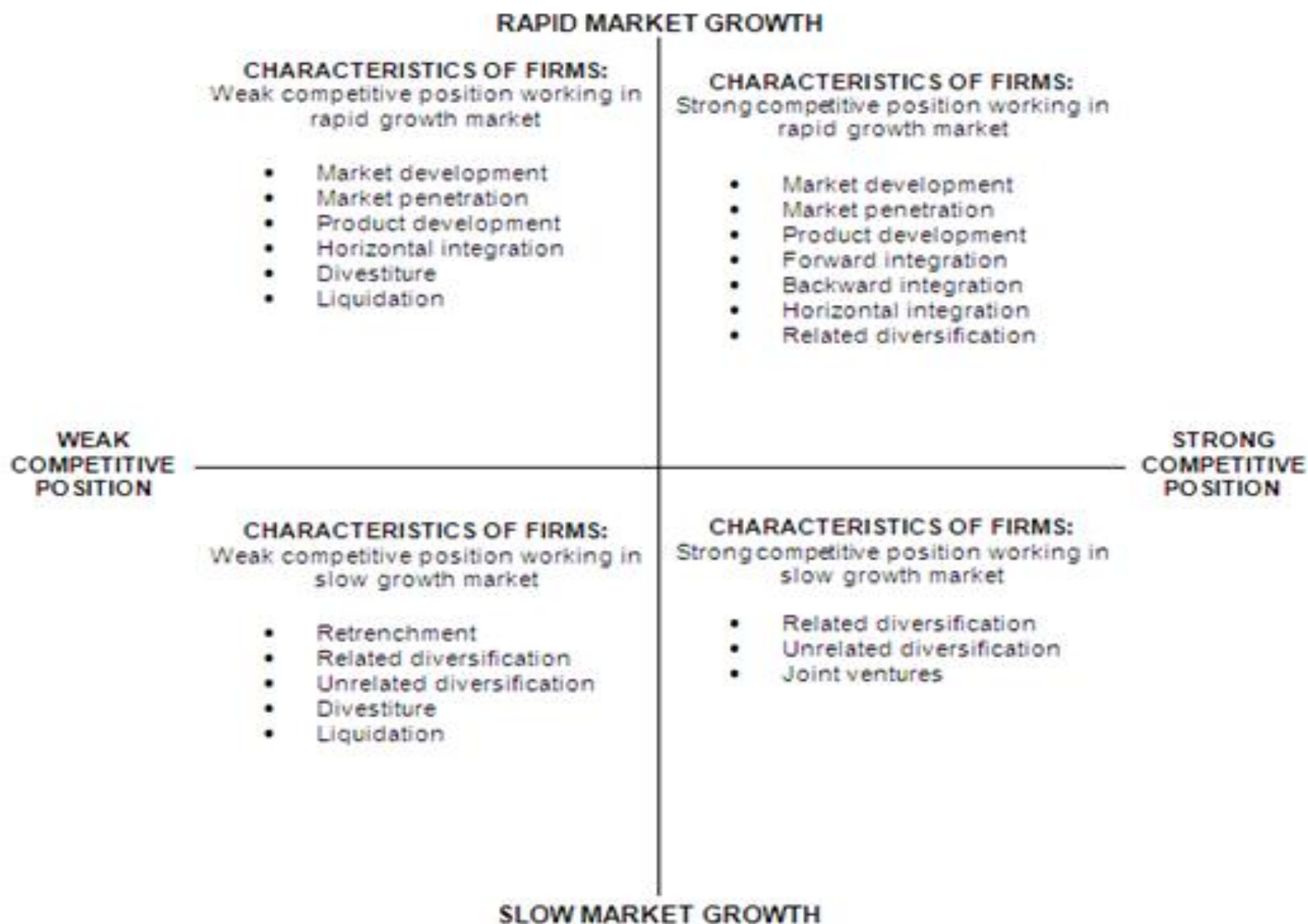


GRAND STRATEGY MATRIX

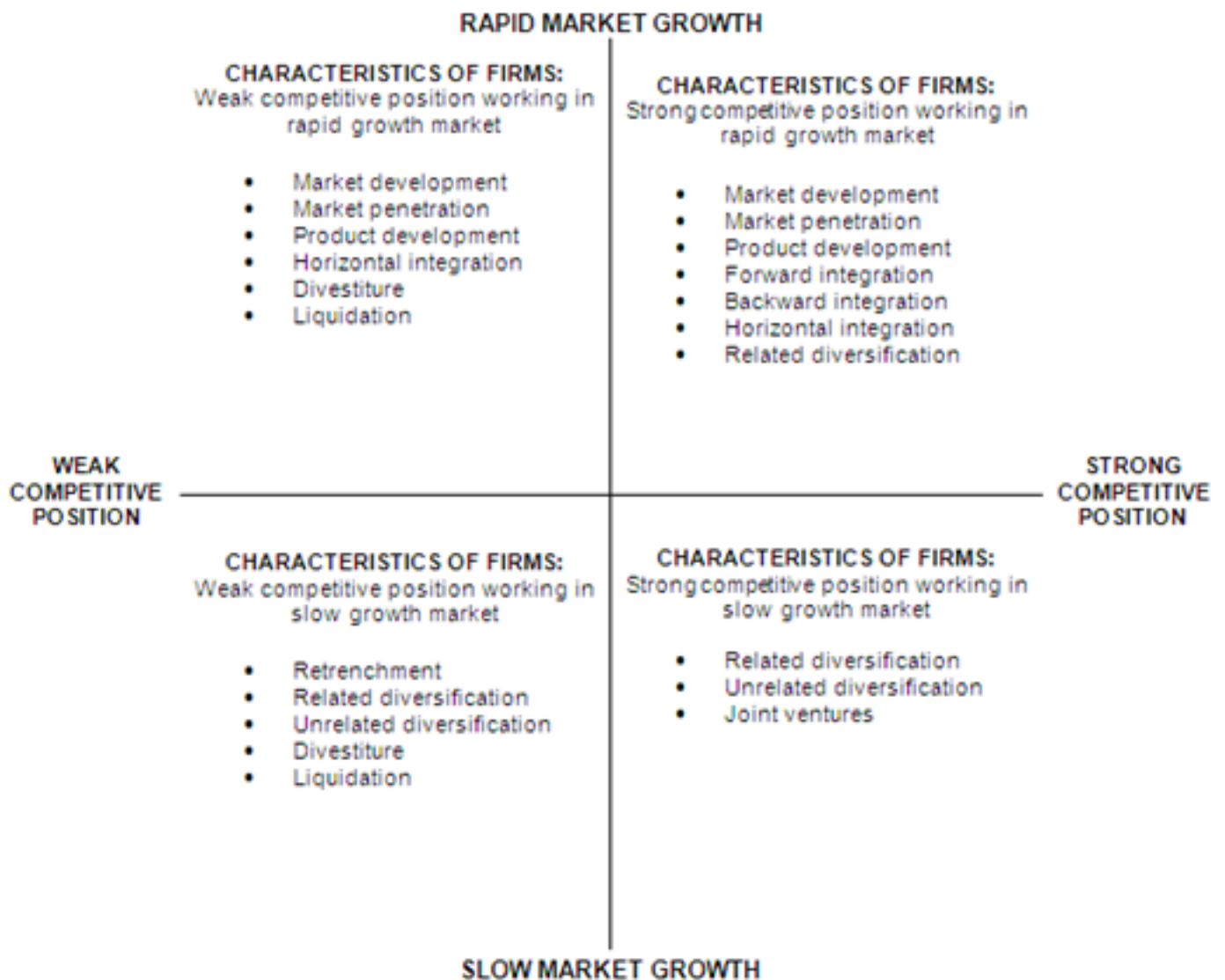
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Example of Grand Strategy Matrix



Example of Grand Strategy Matrix





Course : Strategic Management

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Sem-III



STRATEGY IMPLEMENTATION

□ Definition:

Sum total of activities and choices required for execution of strategic Plan

□ Process by which objectives ,strategies and policies are put into action through development of Programs ,Budgets and Procedures

□ Strategy makers must ask 3 Questions

1. Who- are the people who will carry out strategic plan?
2. What- must be done to align the companies operation in new intended direction?
3. How- Is Everyone going to work together to do what is needed

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STRATEGY
IMPLEMENTATION

Managerial exercise of putting freshly chosen strategy into place

Put plan and strategies into action to reach goals

Where ,when and how to reach the desired goals & Objective

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Barriers to Implementation of Strategy	
Vision Barrier	Poor Understanding of Strategy
People Barrier	Poor linkage of Individual objectives to strategy Linked to short term
Resource Barrier	Budgets not linked to society
Culture	Does not support Risk taking

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Mintzerbg 's 5P of strategy

- Strategy is a plan
- Strategy is a ploy
- Strategy is a pattern
- Strategy is a position
- Strategy is a perspective

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Strategy is a plan

- Sort of consciously intended course of action, a guideline (or set of guidelines) to deal with a situation.
- Kid- "strategy" to get over a fence
- Corporation - capture a market.
- Two essential characteristics: They are developed consciously and purposefully.

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Strategy is a ploy(चाल)

- A specific "move" designed to outflank an opponent or competitor.
- kid - the fence as a ploy to draw a bully into his yard
- Corporation- threaten to expand plant capacity to discourage a competitor from building a new plant.
- Real strategy (as plan, that is, the real intention) is the threat, not the expansion itself, and as such is a ploy.

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Strategy is a pattern

- A pattern in a stream of actions.
- Strategy is consistency in behavior, whether or not intended.
- "emergent" strategy—where a pattern realized was not intended. Strategies, in other words, form as well as are formulated.

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Strategy is a position

- A method of locating a company in its "environment."
- Strategy becomes a "niche" in ecological terms; a product-market "domain" in management terms.
- Position in relation to competitors is usefully identified (literally so in the military, where position becomes the site of the battle).

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Strategy is a perspective

- Perspective looks inside the organisation, specifically inside the strategists' heads.
- Example- aggressive pacesetters- protective shells around themselves.
- Strategy in this respect is to the organization what personality is to the individual.

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□ DELIBERATE AND EMERGENT STRATEGIES

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Mintzberg & Waters model - Intended and emergent strategies

- **Emergent strategies** can be seen as responses to unexpected opportunities and problems within business units and not at corporate headquarters.
- The pure definition of emergence requires the absence of intentions
- **Realized strategy** is a blend of intentions and emergence which can be interpreted by reference to the strength of pressure from the external environment—a kind of environmental determinism
- The Actual strategy that is implemented

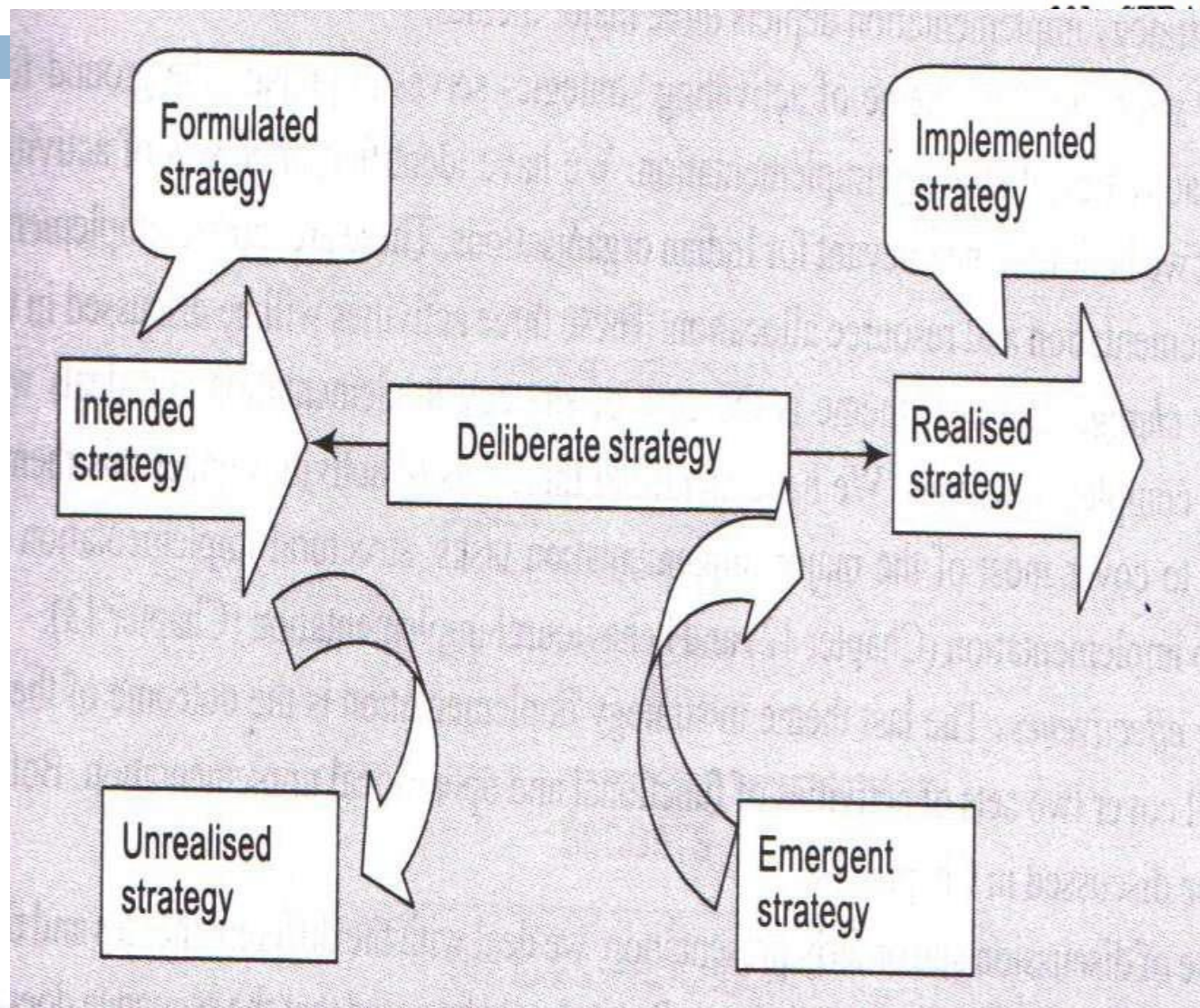
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Mintzberg & Waters model - Intended and emergent strategies

- Intended strategy is strategy as conceived of by the top management team.
- The Intended strategy is the result of a process of negotiation, bargaining, and compromise, involving many individuals and groups within the organization
- **Deliberate strategy:** A perfectly deliberate and intended strategy must satisfy 3 conditions:
 - Precise and articulated intentions must exist in a concrete level of detail
 - Seeing organizations as collective action, intention must be common knowledge to virtually all the actors in the organization.
 - These collective intentions must have been realized exactly as intended - (also meaning that no external forces could have interfered with them).

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Intended strategy	Conceived of by the top management team.
Deliberate strategy	Is a top down approach to strategic planning that emphasizing intention. This is built based on the vision and mission of the organization and is focused on achieving the purpose of doing business.
Emergent strategies	Responses To Unexpected Opportunities And Problems
Realized strategy	Actual strategy that is implemented

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McKinsey 7S model

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- 1980's
- Robert Waterman, Tom Peters and Julien Philips
- Working for McKinsey
- Value Based model that describes how one can holistically and effectively organize a organization

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- The McKinsey 7S model involves seven interdependent factors which are categorized as either "hard" or "soft" elements
- Hard Elements :Strategy Structure Systems
- Soft Elements Shared Values, Skills , Style, Staff

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McKinsey 7S model

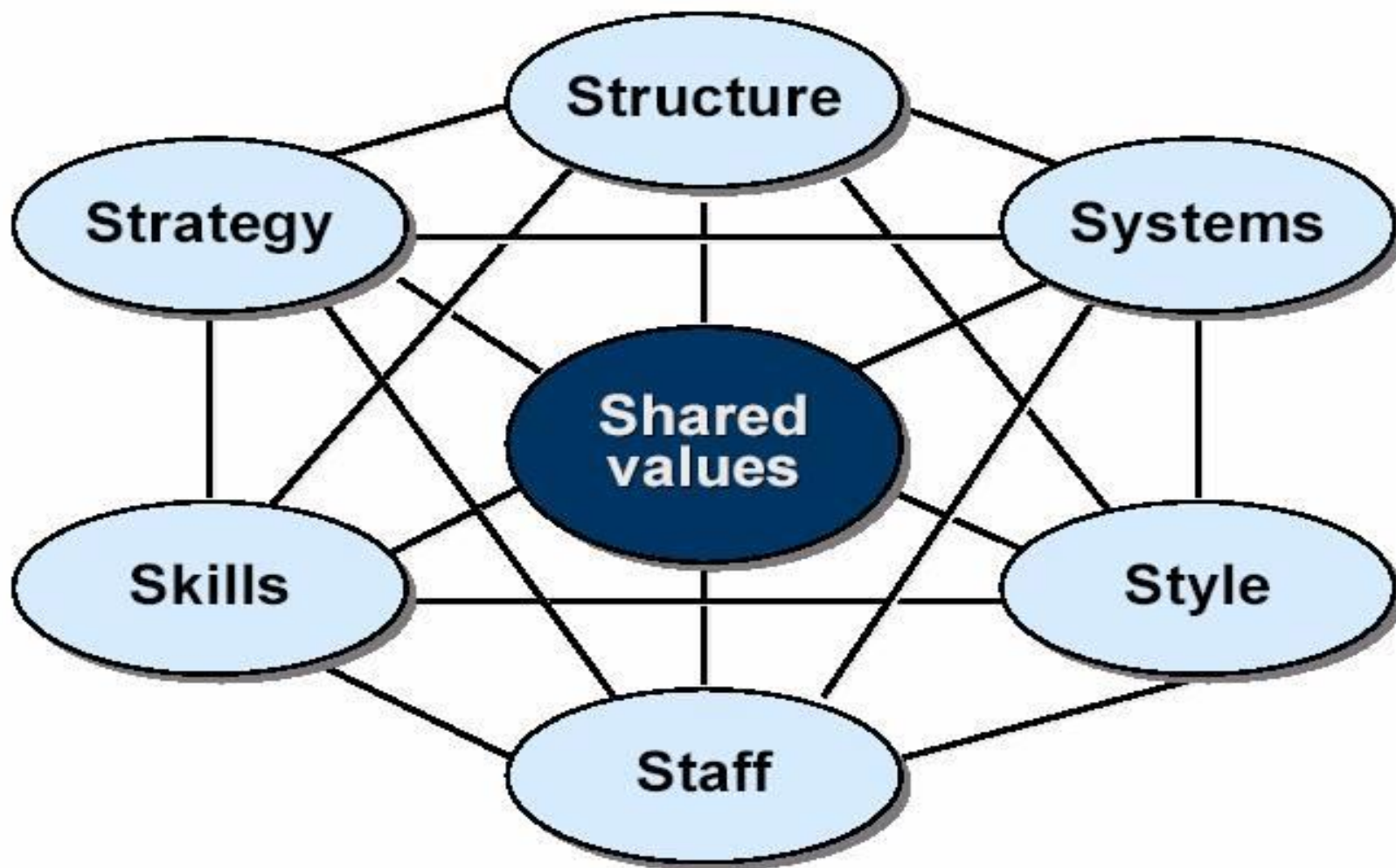
- Hard" elements are easier to define or identify and management can directly influence them: These are strategy statements; organization charts and reporting lines; and formal processes and IT systems
- "Soft" elements, on the other hand, can be more difficult to describe, and are less tangible and more influenced by culture. However, these soft elements are as important as the hard elements if the organization is going to be successful

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McKinsey 7S model

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- Strategy
- Plans for the allocation of a firm's scarce resources, over time, to reach identified goals. Environment, competition, customers

What is our strategy?

How do we intend to achieve our objectives?

How do we deal with competitive pressure?

How are changes in customer demands dealt with?

How is strategy adjusted for environmental issues?

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- Structure
 - The way the organization's units relate to each other: centralized, functional divisions (top-down); decentralized (the trend in larger organizations); matrix, network, holding
- How is the company/team divided?
- What is the hierarchy?
- How do the various departments coordinate activities?
- How do the team members organize and align themselves?
- Is decision making and controlling centralized or decentralized?
- Is this as it should be, given what we're doing?
- Where are the lines of communication?

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- Systems
- The procedures, processes and routines that characterize how important work is to be done: financial systems; hiring, promotion and performance appraisal systems; information systems

What are the main systems that run the organization? Consider financial and HR systems as well as communications and document storage.

Where are the controls and how are they monitored and evaluated?

What internal rules and processes does the team use to keep on track?

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McKinsey 7S model

- Skills
- Distinctive capabilities of personnel or of the organization as a whole.

What are the strongest skills represented within the company/team?

Are there any skills gaps?

What is the company/team known for doing well?

Do the current employees/team members have the ability to do the job?

How are skills monitored and assessed?

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- Staff
- Numbers and types of personnel within the organization

What positions or specializations are represented within the team?

What positions need to be filled?

Are there gaps in required competencies?

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McKinsey 7S model

- Style
- Cultural style of the organization and how key managers behave in achieving the organization's goals.

How participative is the management/leadership style?

How effective is that leadership?

Do employees/team members tend to be competitive or cooperative?

Are there real teams functioning within the organization or are they just nominal groups?

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□ **Shared Value**

- The interconnecting centre of McKinsey's model is: Shared Values. What the organization stands for and what it believes in. Central beliefs and attitudes
- What are the core values?
- What is the corporate/team culture?
- How strong are the values?
- What are the fundamental values that the company/team was built on?

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- The 7-S Model is a valuable tool to initiate change processes and to give them direction.
- Based in this it is possible to develop action plans to achieve the intended state

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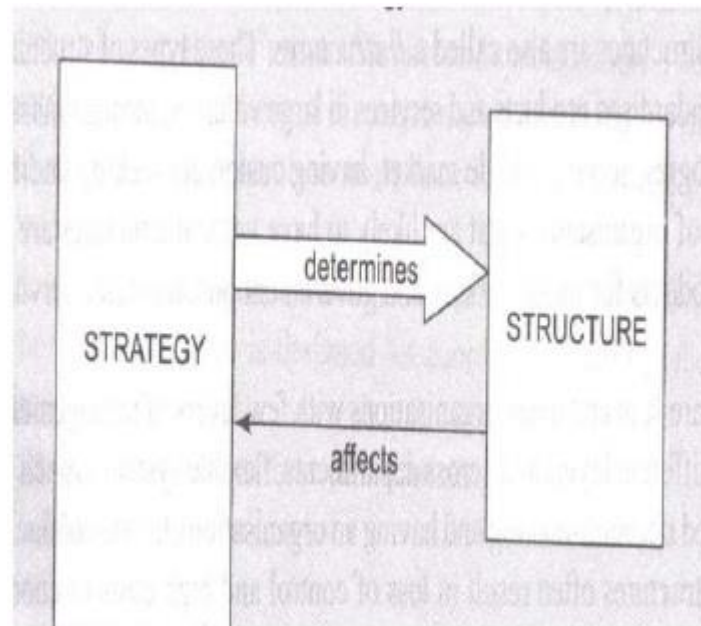


- The 7S model can be used in a wide variety of situations :
- Improve the performance of a company.
- Examine the likely effects of future changes within a company.
- Align departments and processes during a merger or acquisition.
- Determine how best to implement a proposed strategy

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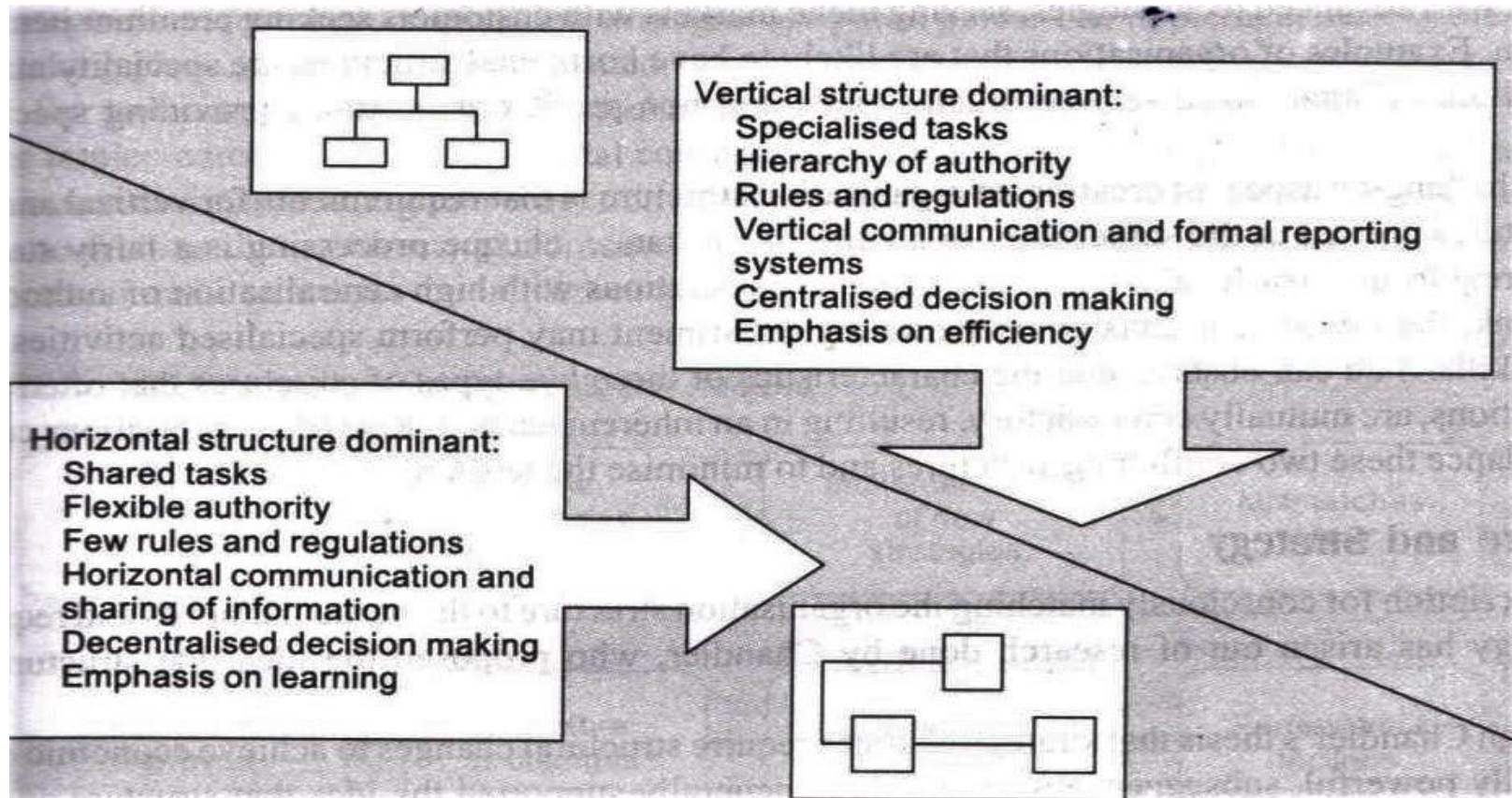
Relation between Strategy and Structure



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Difference between Horizontal and vertical Structure



R Jaswal

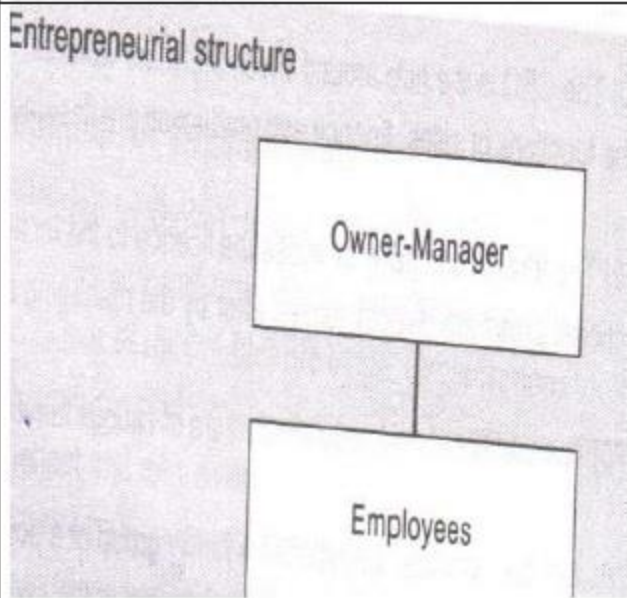


Types of Organisation Structure

TYPES OF ORGANISATION STRUCTURE
1. ENTREPRENEURIAL
2. FUNCTION
3. Divisional
4. MATRIX
5. Modular

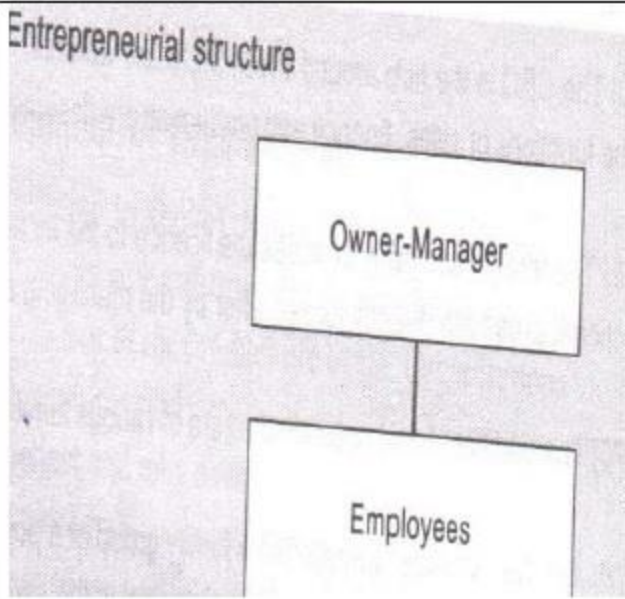
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ENTREPRENEURIAL	Advantages
 <p>Entrepreneurial structure</p> <pre>graph TD; OM[Owner-Manager] --- E[Employees];</pre>	Quick DM –Power is centralised
	Timely response to environmental Changes
	Informal & Simple Organisation Systems

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ENTREPRENEURIAL	Disadvantages
 <p>Entrepreneurial structure</p> <pre>graph TD; OM[Owner-Manager] --- E[Employees];</pre>	Reliance on manager
	May Concentrate more on day 2 day Operation
	Ignore Strategic decisions

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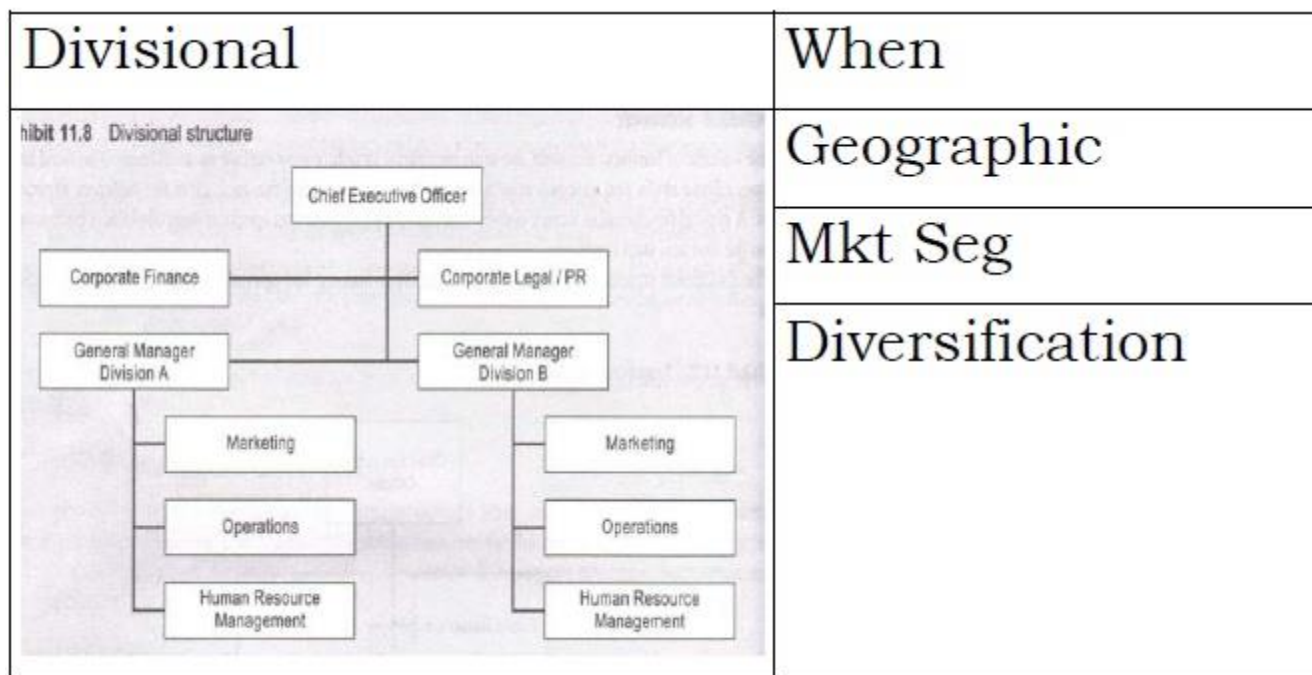
Functional	Advantages
<p>Functional structure</p> <pre>graph TD; CEO[Chief Executive Officer] --- PR[Public Relations]; CEO --- Legal[Legal]; CEO --- Finance[Finance]; CEO --- Marketing[Marketing]; CEO --- HRM[Human Resource Management]; CEO --- Production[Production];</pre>	Distribution of work through specialisation
	Delegation of Day to day operation
	Focus on Strategic Decisions

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Functional	Disadvantages
<p>Functional structure</p> <pre>graph TD; CEO[Chief Executive Officer] --- PR[Public Relations]; CEO --- Legal[Legal]; CEO --- Finance[Finance]; CEO --- Marketing[Marketing]; CEO --- HRM[Human Resource Management]; CEO --- Production[Production];</pre>	Coordination
	Creates Specialist Narrows Specialisation
	Leads to Functional Conflict

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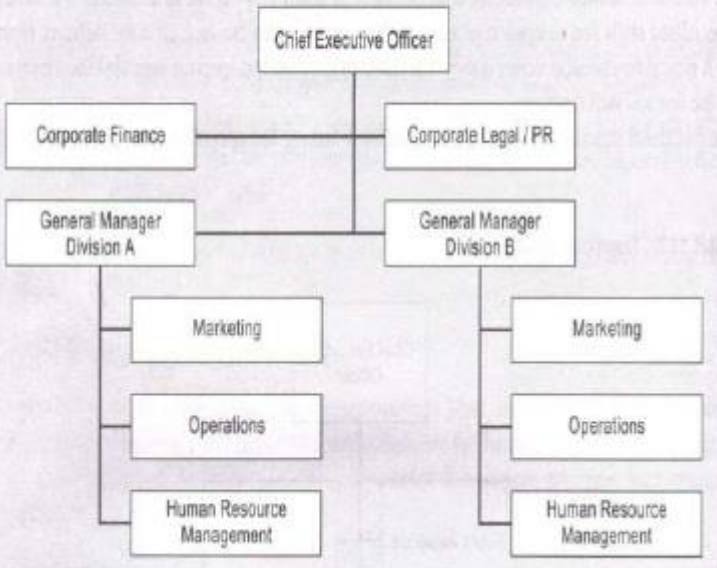
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Divisional	Advantages
<p>hibit 11.8 Divisional structure</p>  <pre>graph TD; CEO[Chief Executive Officer] --- CF[Corporate Finance]; CEO --- CLPR[Corporate Legal / PR]; CEO --- GMDA[General Manager Division A]; CEO --- GMDB[General Manager Division B]; GMDA --- MA[Marketing]; GMDA --- OA[Operations]; GMDA --- HRMA[Human Resource Management]; GMDB --- MB[Marketing]; GMDB --- OB[Operations]; GMDB --- HRMB[Human Resource Management];</pre>	<p>Grouping of Functions related to division</p> <p>Immediate response to environmental changes</p>

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Divisional	Disadvantages
<p data-bbox="305 448 542 472">hibit 11.8 Divisional structure</p>  <pre data-bbox="324 496 1045 1058">graph TD; CEO[Chief Executive Officer] --- CF[Corporate Finance]; CEO --- CLPR[Corporate Legal / PR]; CEO --- GMADivA[General Manager Division A]; CEO --- GMADivB[General Manager Division B]; GMADivA --- MktA[Marketing]; GMADivA --- OpsA[Operations]; GMADivA --- HRMA[Human Resource Management]; GMADivB --- MktB[Marketing]; GMADivB --- OpsB[Operations]; GMADivB --- HRMB[Human Resource Management]</pre>	Resource Allocation
	Policy Inconsistencies

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Matrix

Programs	Undergraduate	Master's	Ph.D.	Research	Executive development	Community service
Academic departments						
Accounting						
Administrative studies						
Finance						
Information and decision sciences						
Marketing						
International						

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Matrix Advantages
Allows Individual Specialist
Fosters Creativity because of pooling of Talents
Provides Good Exposure to specialist

Matrix Disadvantages
Dual Accountability Creates Confusion
Shared Authority may create Problem

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MODULAR

In Which Different Functional Components
are separated from one another

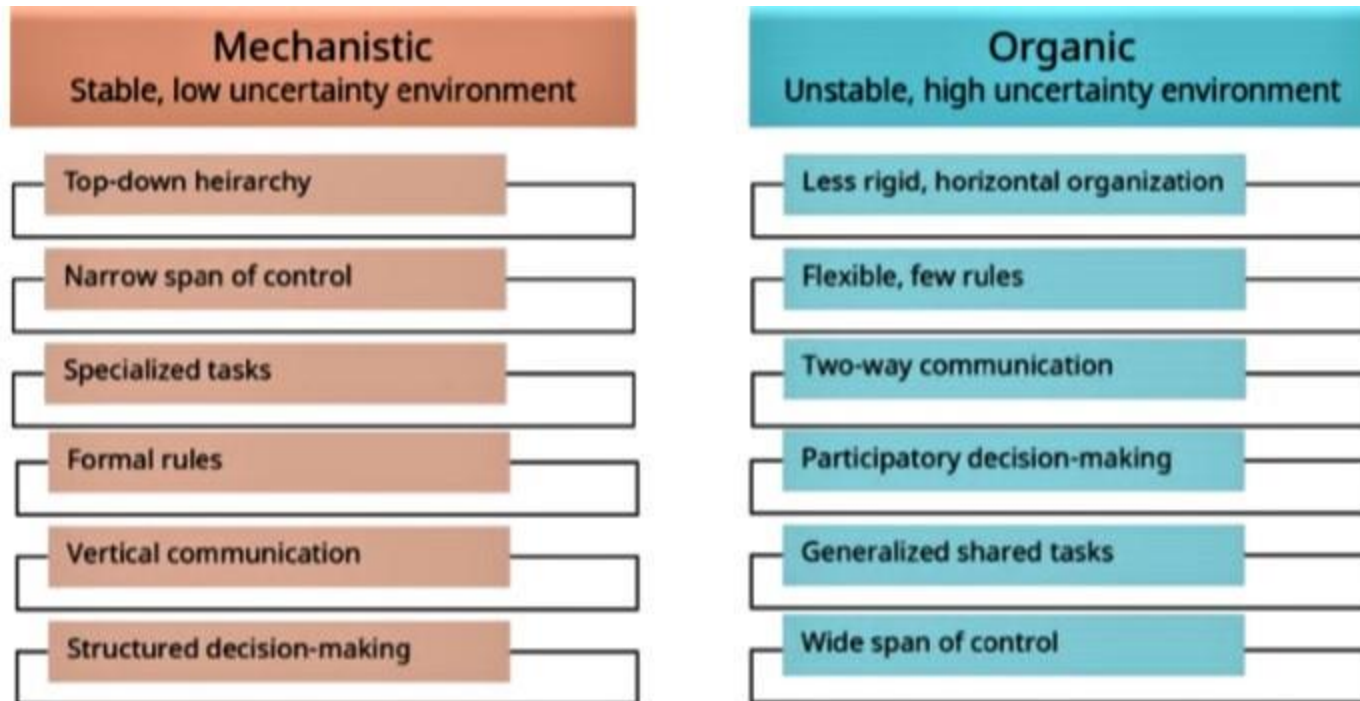
Non vital Functions are outsourced

Maintains Full strategic control over vital act
Core Competency

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Organisation design for Stable and turbulent Environment



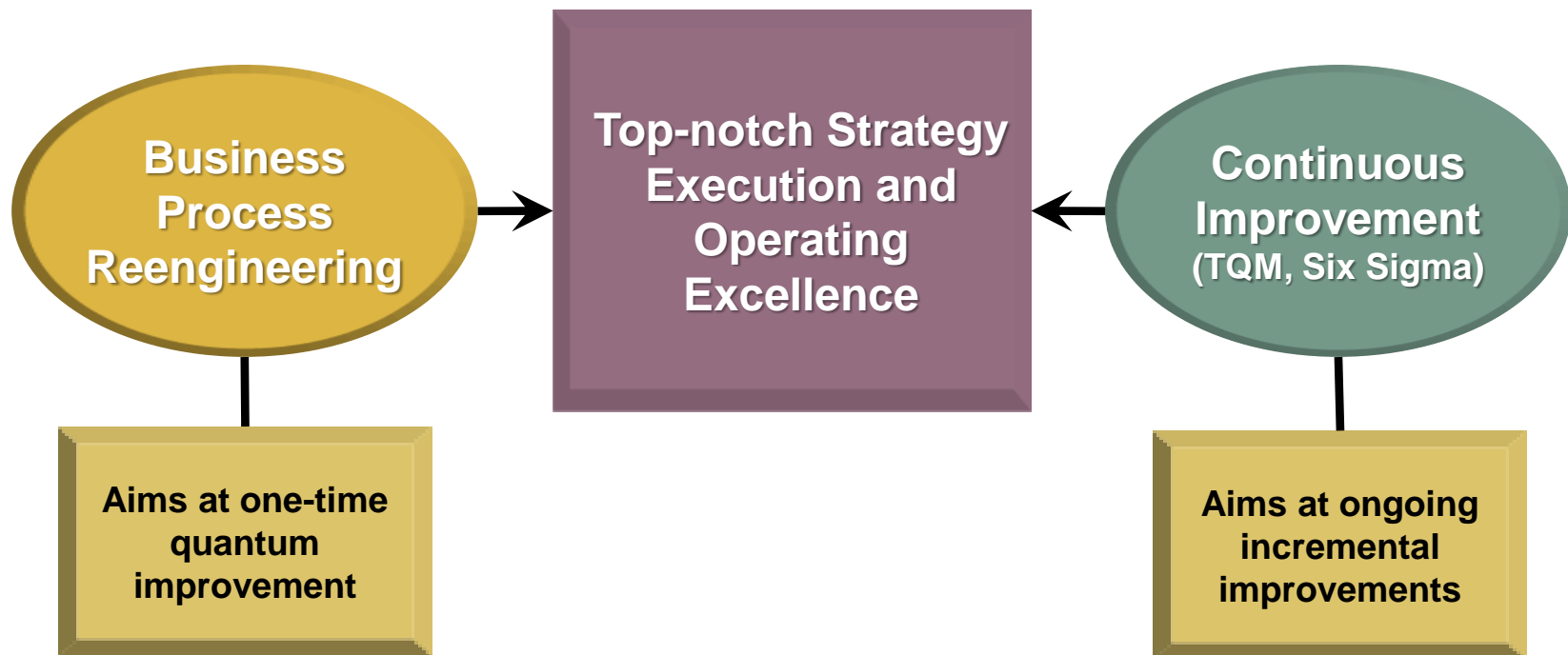
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INSTITUTING BEST PRACTICES AND EMPLOYING PROCESS MANAGEMENT TOOLS



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THE DIFFERENCE BETWEEN BUSINESS PROCESS REENGINEERING AND CONTINUOUS IMPROVEMENT

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REENGINEERING THE ORGANIZATION

- Business Process Reengineering
 - ▣ Involves radically redesigning and streamlining work effort, flows and processes to achieve dramatic improvements in performance.
 - ▣ Uses cross-functional teams, cutting-edge technology and information systems to reset and refocus the organization's strategy.

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PRINCIPLES OF REENGINEERING Michael Hammer

Sr.no	Principle	Description
1	Organize around outcomes, not Tasks	Design job of the individual around an objective
2	Have those who use the output of the process perform the process	Computer based information system, process can be reengineered
3	subsume information processing work into real work that produces information	Department/people that produce information also should process
4	Treat geographically dispersed resources as they are centralized	With modern Information System, Provide flexible service locally
5	Link parallel activities instead of Integrating their results	Units performing different activities must come together & communicate to integrate
6	Put the decision point where the work is performed and build control into the process	People who do the work should make the decision & be self controlling
7	Capture information once & at the source	Instead of every unit developing its own database & Information Processing activities, put on network so that everyone can access

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□ BALANCE SCORE CARD

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Balance Score Card

□ **Balanced**

- A balance between different organizational perspectives in terms of:
 - The Long And Short Term
 - The Financial And Non Financial Measures
 - Internal and external performance measures
 - Leading and lagging indicators

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□ Scorecard

A view of the current (and historic) performance of an organisation taken from a number of viewpoints (perspectives).

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- The balanced scorecard is a strategic planning and management system that align business activities to the vision and strategy of the organization, improve internal and external communications, and monitor organization performance against strategic goals.

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- It was originated by Drs. Robert Kaplan (Harvard Business School) and David Norton as a performance measurement framework that added strategic non-financial performance measures to traditional financial metrics to give managers and executives a more 'balanced' view of organizational performance.

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Balance Score Card

- The balanced scorecard retains traditional financial measures.
- Financial measures tell the story of past events, an adequate story for industrial age companies for which investments in long-term capabilities and customer relationships were not critical for success.
- These financial measures are inadequate, however, for guiding and evaluating the journey that information age companies must make to create future value through investment in customers, suppliers, employees, processes, technology, and innovation

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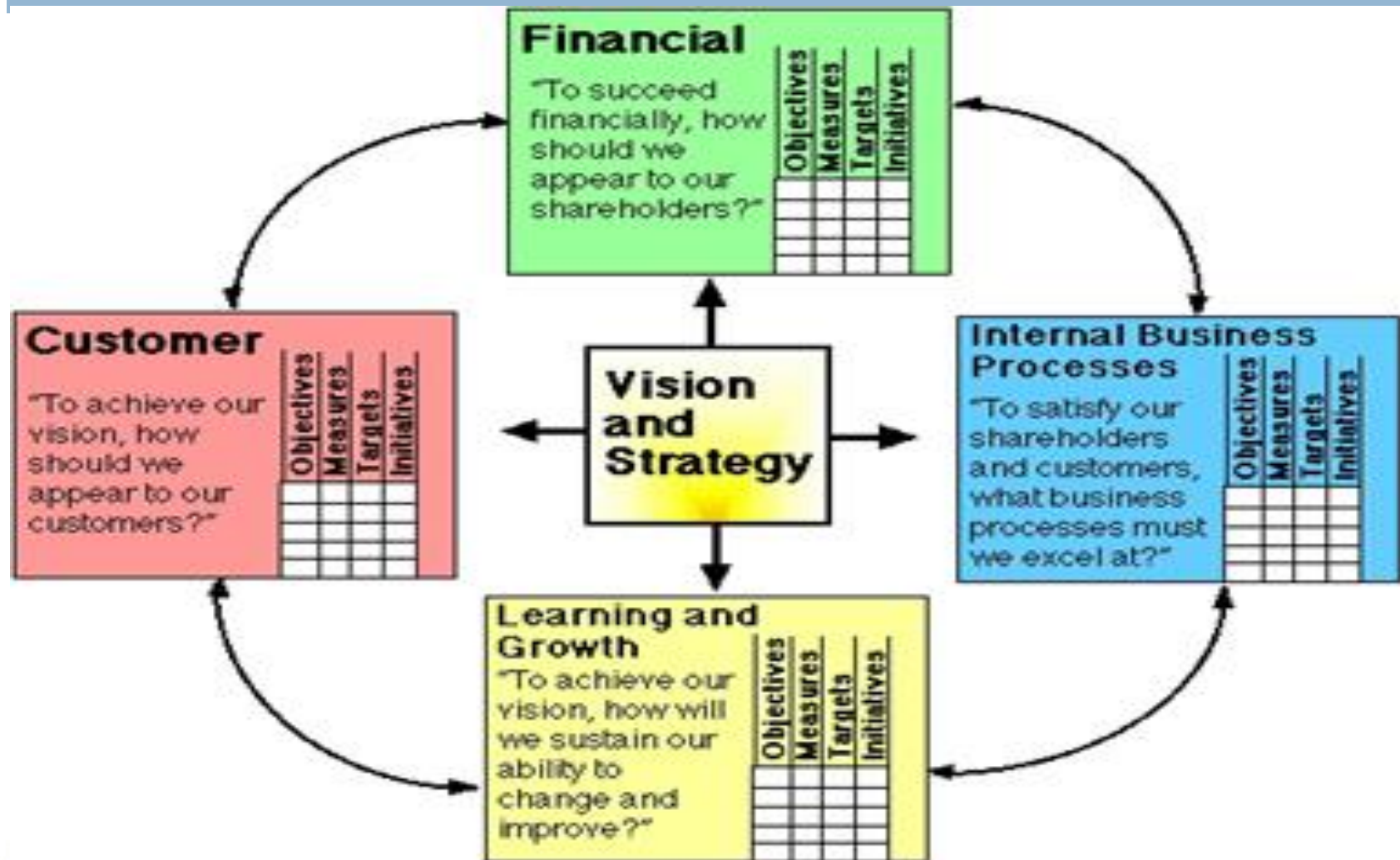


- Increase focus on strategy and results
- Improve organizational performance by measuring what matters
- Align organization strategy with the work people do on a day-to-day basis
- Focus on the drivers of future performance
- Improve communication of the organization's Vision and Strategy
- Prioritize Projects / Initiatives

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Balance Score Card



swal



Unit No 5: BLUE OCEAN STRATEGY

- 1. BOS/ROS**
- 2. STRATEGY CANVAS**
- 3. BUSINESS MODELS**
- 4. E COMMERCE**
- 5. VIRTUAL VALUE CHAIN**
- 6. TRIPPLE BOTTOM LINE**

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Basic concepts

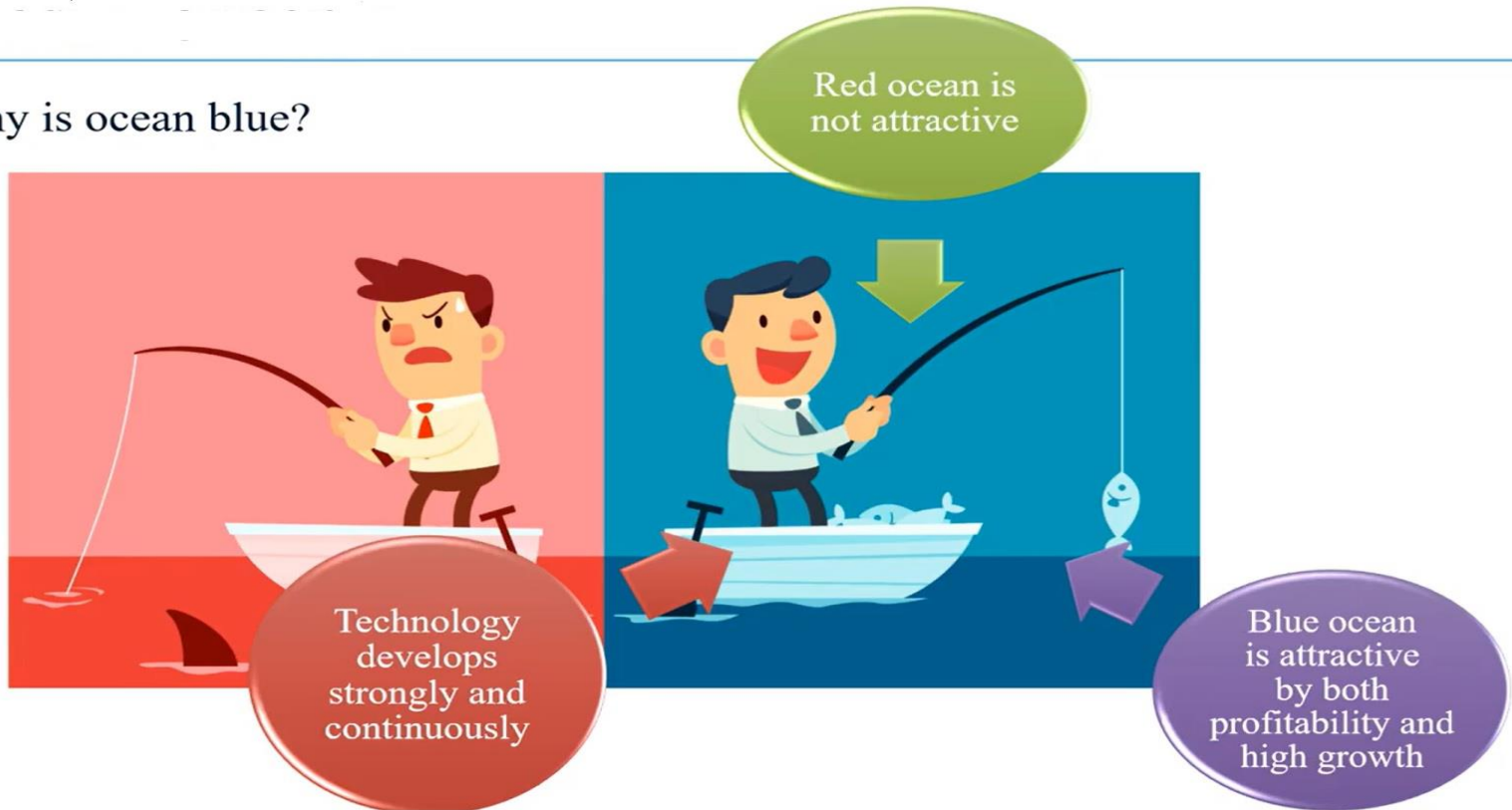
- Basic concepts:
 - **Red ocean**: all existing industries, or known market space;
 - **Blue ocean**: industries that do not yet exist, spaces that are not known and not yet destroyed by competition.

Red Ocean Strategy <i>Aiming at current customers</i>	Blue Ocean Strategy <i>Aiming at non-customers</i>
- Compete in existing market space	- Create uncontested market space
- Beat the competition	- Make the competition irrelevant
- Exploit existing demand	- Create and capture new demand
- Make the value-cost trade-off	- Break the value-cost trade-off
- Align the whole system of a firm's activities with its strategic choice of differentiation OR low cost	- Align the whole system of a firm's activities in pursuit of differentiation AND low cost

Source: Kim and Mauborgne (2004, 2015) ,

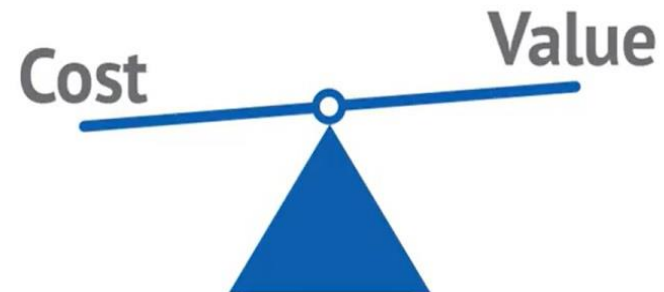
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- Why is ocean blue?



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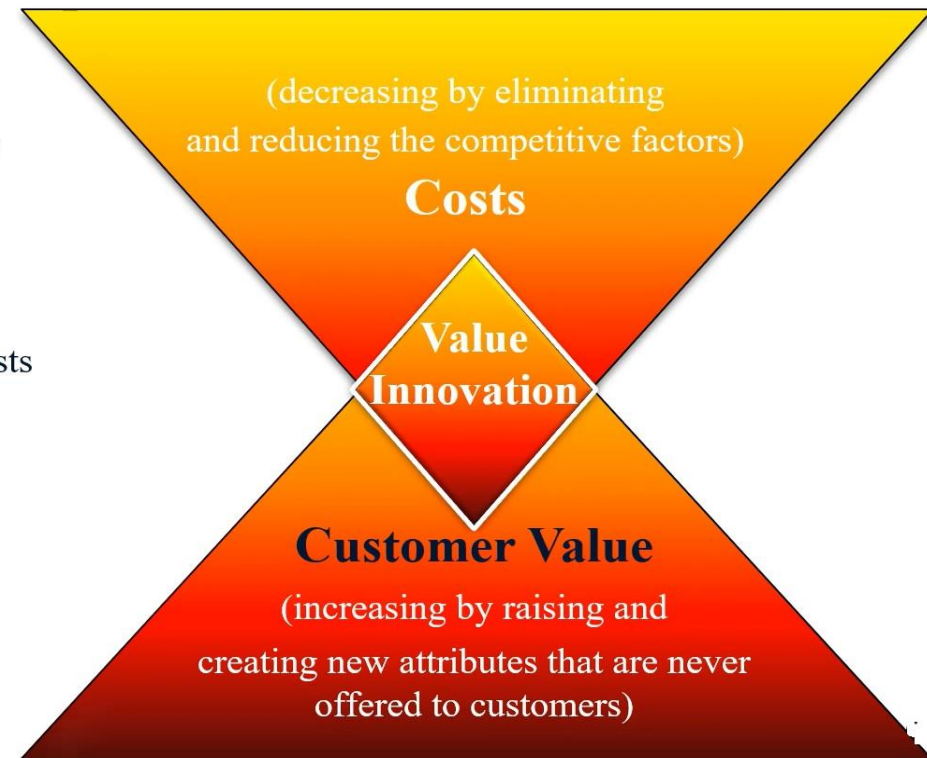
- Key content: Value Innovation
 - ... is the result of an effort to pursue a differentiation strategy and low-cost strategy; thereby creating value for customers, firms themselves, and employees due to the profits gained from the new market space.
 - Purpose: not competition, but making competition no longer by changing the strategic environment.
 - Value innovation is established only when firms successfully combine innovation and usefulness, price and cost.



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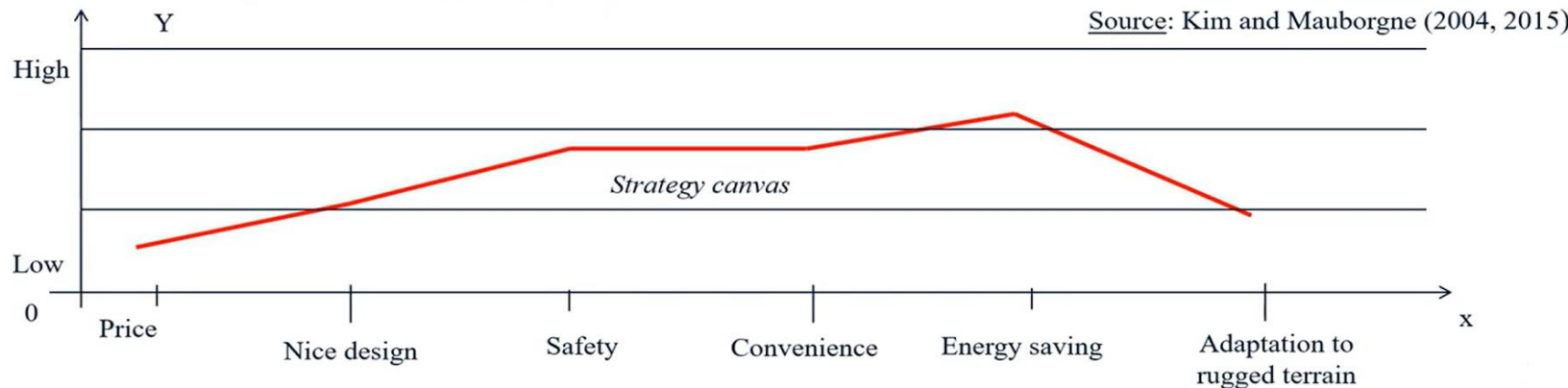
- Key content: Value Innovation
 - Blue ocean: ... reducing costs for firms while increasing customer value; thereby achieving the goal of improving value for both firms and their customers
 - Red ocean: based on competition, and standardized and immutable conditions
 - Value innovation in the “deconstructionists view”: ... creating new standards for “best strategy”



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Analytical tools

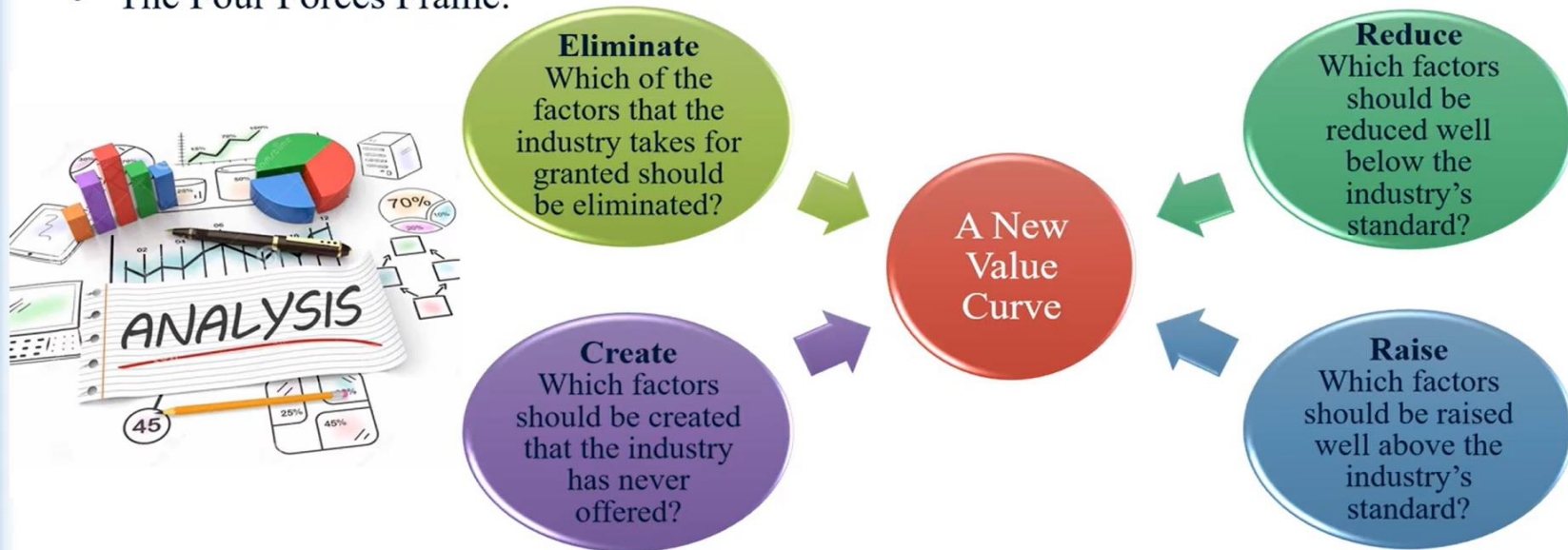
- Strategic Canvas:
 - ... is an image that includes value line (including interests and expectations of customers) of a firm and that of its competitors.
 - Horizontal axis (Ox) for evaluating competitiveness in the industry; and
 - Vertical axis (Oy) for evaluating high or low level of value that firms bring to their customers through the competitive factors.
 - An example of the Strategy canvas of car:



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Analytical tools

- The Four Forces Frame:

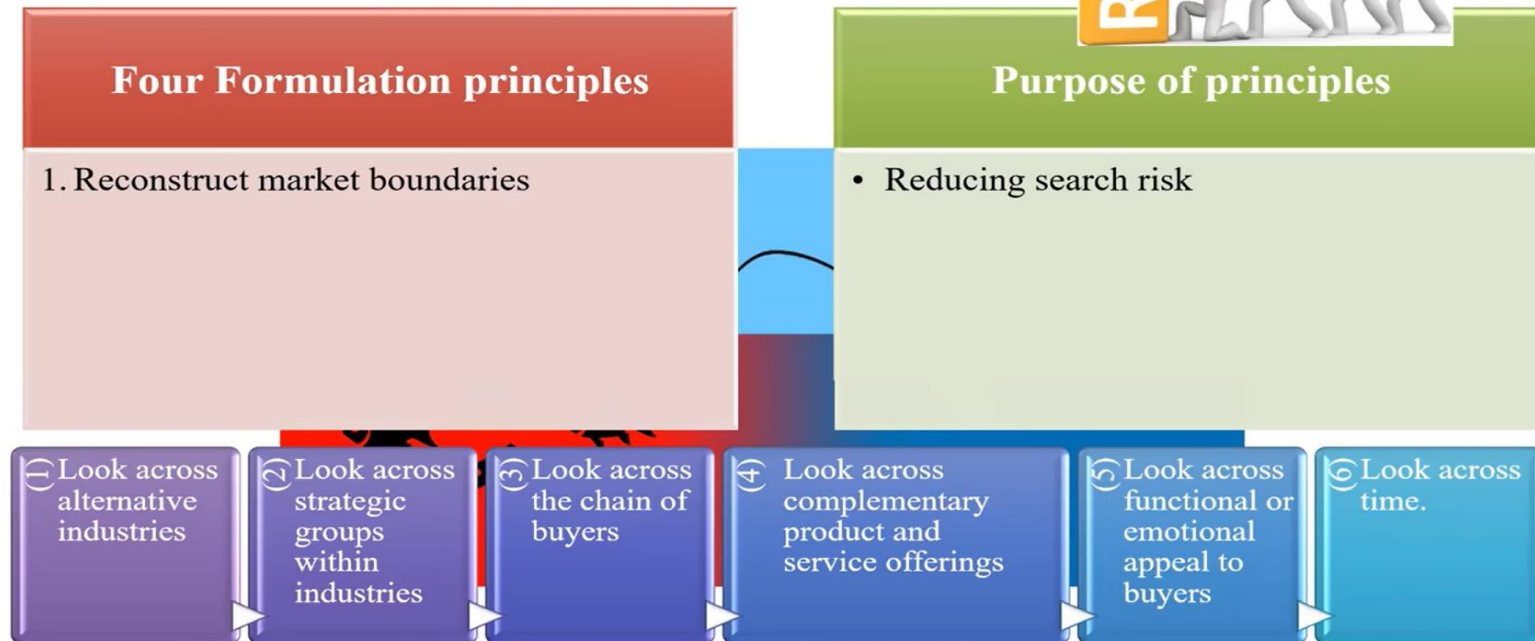


Source: Kim and Mauborgne (2004, 2015)

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Six principles of formulation and execution



Source: Kim and Mauborgne (2004, 2015)

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3. Six principles of formulation and execution



Four Formulation principles

1. Reconstruct market boundaries
2. Focus on the big picture, not the numbers

Purpose of principles

- Reducing search risk
- Reducing planning risk

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3. Six principles of formulation and execution



Four Formulation principles

1. Reconstruct market boundaries
2. Focus on the big picture, not the numbers
3. Reach beyond existing demand

Purpose of principles

- Reducing search risk
- Reducing planning risk
- Reducing scale risk

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3. Six principles of formulation and execution



Four Formulation principles

1. Reconstruct market boundaries
2. Focus on the big picture, not the numbers
3. Reach beyond existing demand
4. Get the strategic sequence right

Purpose of principles

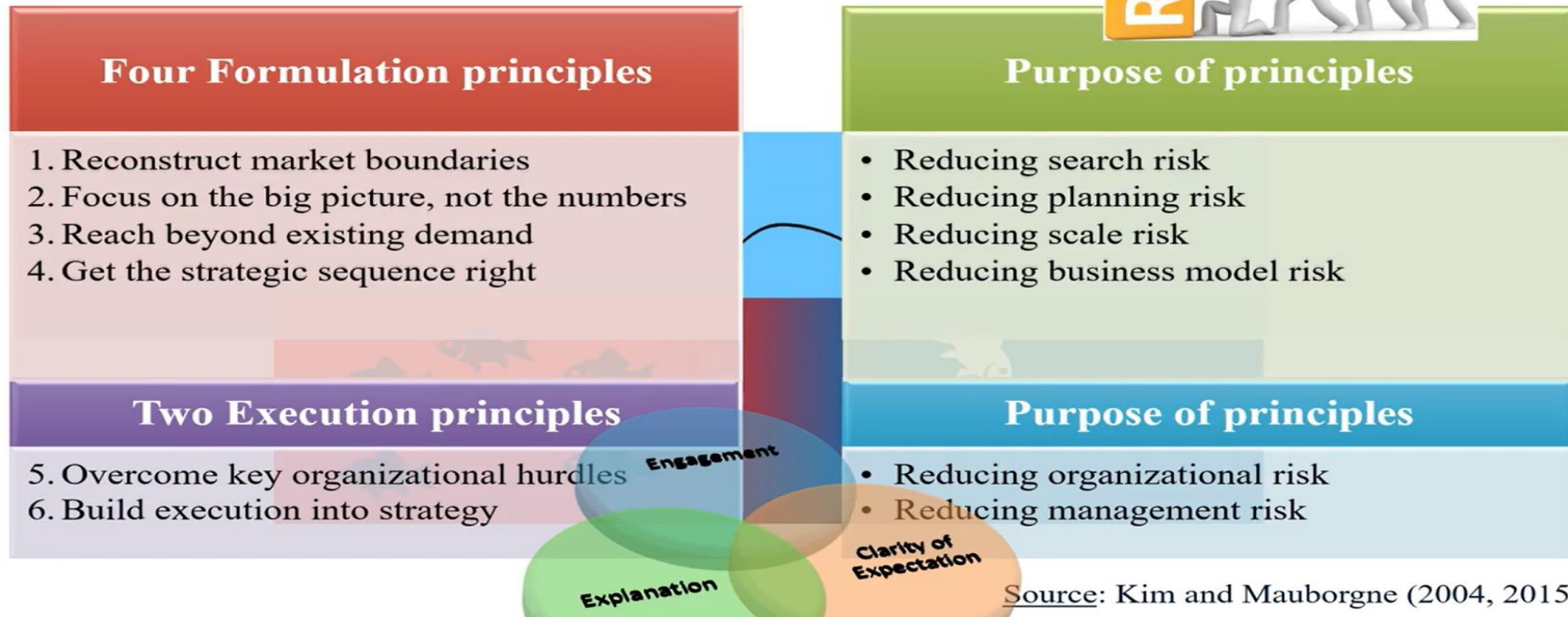
- Reducing search risk
- Reducing planning risk
- Reducing scale risk
- Reducing business model risk



Source: Kim and Mauborgne (2004, 2015)

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3. Six principles of formulation and execution



Source: Kim and Mauborgne (2004, 2015)

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Definition ROS & BOS

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Red Ocean versus Blue Ocean

Red Ocean Strategy	Blue Ocean Strategy
Compete in existing market space.	Create uncontested market space.
Beat the competition.	Make the competition irrelevant.
Exploit existing demand.	Create and capture new demand.
Make the value-cost trade-off. (either / or)	Break the value-cost trade-off.
Align the whole system of a firm's activities with its strategic choice of differentiation or low cost.	Align the whole system of a firm's activities in pursuit of differentiation and low cost.
Value creation or addition = added value	Value Innovation = innovative value

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Blue Ocean Strategy^{301 : STRATEGIC MANAGEMENT}

1.Intellectual Property Protection

- **Coco Cola 1891-Syrup**
- **KFC-Colonel Sanders(11 secret Herbs and Species)**

2.Patent and License

3.Distribution Network-Lower Retailer Margin (Nokia/oppo/vivo)

4.Exclusive Rights-One Plus on Line

5.Economies of scale-D Mart/Big Bazaar

6.High Capital Investment:Jio

7.Propritory Technology: Bill Gates MS

8.Excellent Customer Service: Dominos Pizza

9 Brand Equity-Epoxy Compound M Seal

10 Loyalty Beyond Logic-Hamdard and Baidnath

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5.2 BUSINESS MODEL

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- Definition
- Elements of Business Model
- E-Commerce
- Models of E-Commerce
- Categories of E-Commerce
- Virtual Value Chain

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BUSINESS MODEL

- Description of the operations of a business including the components of the business, the functions of the business, and the revenues and expenses that the business generates
- The plan implemented by a company to generate revenue and make a profit from operations.

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ELEMENTS OF BUSINESS MODEL

3.1: STRATEGIC MANAGEMENT

The customer- who the business will serve

Customer

That Will Create/Deliver The Value Proposition

The "Offer" That Will Be Made To The Customer

**Resources &
Capabilities**

**Value
Proposition**



What is Ecommerce

- The buying and selling of products and services by businesses and consumers over the Internet.
-

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DIFFERENT MODELS OF E-Commerce

- **Merchant E-commerce Business Model**
- **Advertising E-commerce business model**
- **Affiliate E-commerce business model**
- **Brokerage E-commerce business model**
- **Information E-commerce business model**

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Merchant Ecommerce Business Model

- Is The Online Version Of The Store.
- They accept *online payment methods* and ship the merchandise to the customer, or they use a 3rd party *online shipping and warehousing service*.
- Meaning No Product Handling Or Postage .

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Advertising Ecommerce business model

- Is Based on daily newspapers and monthly magazines, which collect revenue either by renting a small space on pages or getting paid for every click on the ad
- Advertising shall be targeted directly at the readers to compliment websites content

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Affiliate Ecommerce business model

- Based On Commission Sales.
- Redirect the customer from website to the product on the parent companies website and if they make a purchase , earn a commission.

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Brokerage Ecommerce business model

- The Brokerage e-business model is a website that brings two parties together to conduct business
- Online auction - ebay.
- Online Real estate, business brokers
- They generally collect a fee for their service - percentage base or a set fee.

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Information Ecommerce business model

- Based largely around specialized information on a particular subject.
- These websites can attract a large following of people interested in their specific field of knowledge and will use Ecommerce business models, other than their specialized information, to create revenue.

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Subscription Ecommerce business model

- In the Subscription e-business model customers pay a set fee on a monthly or yearly basis to get access to the products or services of the company.
- Online Newspapers Or Magazines

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Four Categories of E-Commerce^{301 : STRATEGIC MANAGEMENT}

Business originating from...

Business

Consumers

Business

B2B

C2B

And selling to...

Consumers

B2C

C2C

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TYPES OF E.COMMERCE

- B2B (Business-to-Business)
Manufacturers selling to distributors and wholesalers selling to retailers.
- B2B to create and transform business relationships.
- B2B e-commerce is associated with companies buying and selling to each other online.
- It includes supply chain management and marketing management.
- Advantage - Improving the profitability of the company through better product management, marketing management, supply chain management, and inventory management.

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indiamart®
Source > Supply > Grow

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- **Is india's largest online B2B marketplace for Small & Medium Size Businesses, connecting global buyers with suppliers.**
- **Platform & tools to over 1 million smillion buyers, who use the platform to find uppliers to generate business leads from over 5 reliable & competitive suppliers.**
- **The company has over 4500 employees located across 90 offices in the country.**



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B2C

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amazon.com®



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C2B

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- A consumer posts his project with a set budget online and within hours companies review the consumer's requirements and bid on the project.
- Consumer-to-business (C2B) describes a system where consumers use an online agent to look for a product or service that suits their needs.

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C2C

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- Consumer-to-consumer (C2C) businesses act as agents between consumers with goods and services to sell. Online auction site eBay, Yahoo! Auctions are a couple of examples of C2C websites.

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The Virtual Value Chain

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- Created by John Sviokla And Jeffrey Rayport is a business model describing the dissemination of value-generating information services throughout an extended enterprise .
- This value chain begins with the content supplied by the provider, which is then distributed and supported by the information infrastructure; there upon the context provider supplies actual customer interaction.
- It supports the physical value chain of procurement, manufacturing, distribution and sales of traditional companies.

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The Virtual Value Chain

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Building the Virtual Value Chain



When companies integrate the information they capture during stages of the value chain—from inbound logistics and production through sales and marketing—they construct an information underlay of the business. This integrated information provides managers with the ability to “see” their value chains from end to end.

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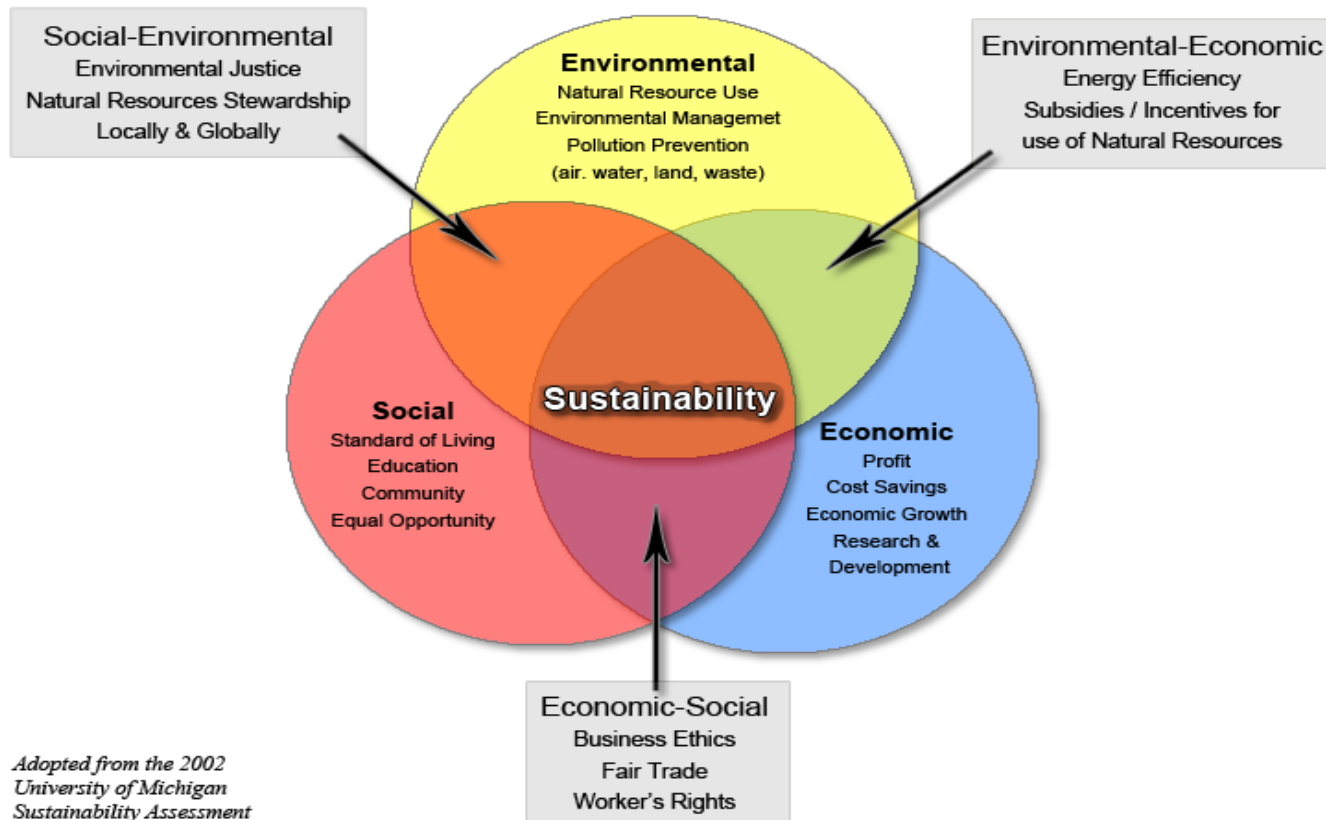
5.3 Sustainability & Strategic Management

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Three Spheres of Sustainability

The Three Spheres of Sustainability



*Adopted from the 2002
University of Michigan
Sustainability Assessment*

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Environmental Sustainability

- Involves Making Decisions And Taking Action That Are In The Interests Of Protecting The Natural World.

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A business is sustainable when it meets expectations of all stakeholders, and not just the shareholders

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Triple Bottom Line

- Coined In 1994 By John Elkington, The Founder Of A British Consultancy Called Sustainability.
- It consists of three Ps: Profit, People And Planet
- Corporate Profit—the “bottom line” of the profit and loss account.
- People Account—a measure in some shape or form of how socially responsible an organization has been throughout its operations.
- Planet account—a measure of how environmentally responsible it has been.

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What is TBL?

- The Triple Bottom Line is a concept that encourages the assessment of overall business performance based on three important areas: **Profit, People and Planet**

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The 3 Ps of the Triple Bottom Line

People

- What is our impact on the of people around us. How are we affecting society, communities, social groups especially the disadvantaged.....

Planet

- What is our impact on the environment. How are we addressing pollution, loss of biodiversity, use of non-renewable sources.....

Profit

- The traditional and till some time ago , the only bottom line that really mattered.
- How much wealth are we generating for our shareholders. What is our return on investment, profit margin.....

The triple bottom line assesses the performance of an organization from a holistic perspective considering economic, social and environmental aspects



Profits- Why, how and who cares

Why does it matter?

- Without generating profits, business cannot get the resources to invest in future growth

How do we measure?

- Financial rates of return on investment (ROI), profit margins, (EBDIT, PAT)

Who is most interested?

- Investors/Shareholders
- Financial Analysts

Planet- Why, how and who cares

Why does it matter?

- Earth's resources and capacity to absorb exploitation is finite
- Environmental regulations if violated can lead to additional costs or even closure of business

How do we measure?

- Carbon Footprint -How much CO₂ or equivalent are we generating
- Environmental Impact Assessments- impact on water quality, animals, forests etc.

Who is most interested?

- Government regulators
- Environmental NGOs



People- Why, how and who cares

Why does it matter?

- Communities and sections of society which get affected by a business can restrict the business from operating

How do we measure?

- Social Accounting
- Corporate Social Responsibility
- Public relations

Who is most interested?

- Government and public policy bodies
- Labor unions
- Social Action NGOs/Human Rights Activists

3Ps and **U**nsustainability



- The costs of not meeting the 3 Ps can be heavy
- Cases in point
 - People-The Manesar Crisis for Maruti
 - Planet- The Volkswagen emission scandal
 - Profit- Bankruptcies

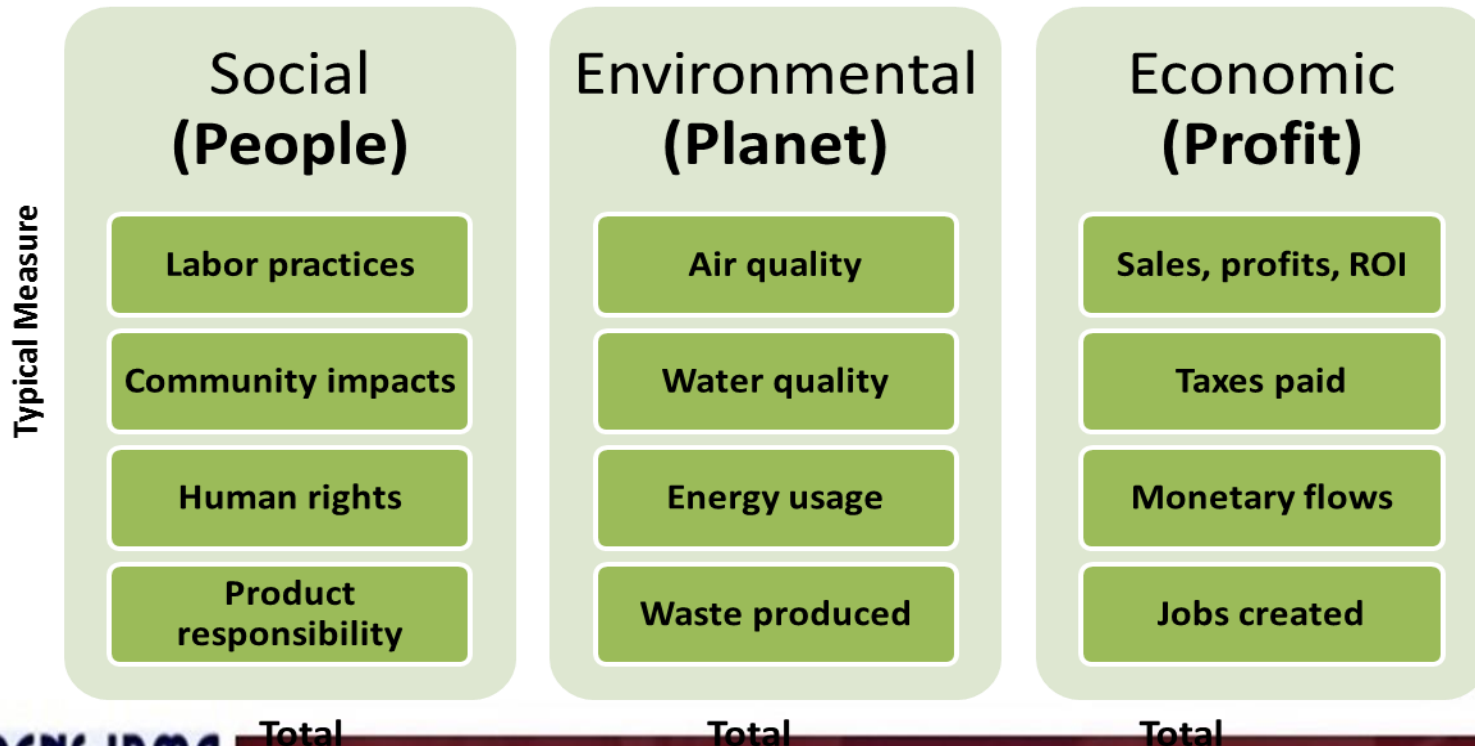
For an organization to be sustainable in the long run, it has to be equitable and environmentally viable in addition to being financially profitable



Concept of Triple Bottom Line

Industry Standard – Concept of *Triple Bottom-line*

Creating **VALUE** for SHAREHOLDERS and SOCIETY alike



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Total No. of Questions : 5]

P6882

SEAT No. : 49739

[Total No. of Pages : 2

[5860]-301

M.B.A.

301-GC-11 : STRATEGIC MANAGEMENT
(2019 Pattern) (Semester-III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) All questions are compulsory.
- 2) Each question has an internal option.
- 3) Figures to the right indicate full marks.

Q1) Solve any five from the following.

[10]

- a) What is tactics.
- b) State the stages in strategic management.
- c) Define vision statement.
- d) Define Mission statement.
- e) What Leverage.
- f) What is outsourcing.
- g) Define a blue ocean.
- h) What is a deliberate strategy.

Q2) Answer any two of following:

[10]

- a) State the role of stakeholders in strategic Management.
- b) Explain the concept of Environmental scanning.
- c) Differentiate between Red and Blue Ocean.

Q3) a) Explain porters five force model with an example of any industry. [10]

OR

- b) Discuss the resource based view of the firm and explain the VRIO framework with examples.

P.T.O.

Q4) a) What are the generic competitive strategies? Discuss with examples how can an organisation achieve cost leadership. [10]

OR

b) What are retrenchment strategies? Explain with examples how to implement a turn around strategy in an organisation.

Q5) a) What is a Business model? Design a business model for a media house planning to launch an e-newspaper. [10]

OR

b) What is a blue ocean strategy? Explain the use of blue ocean strategy in strategic management.





DTE CHOICE CODE

MBA - 5117 10110

MCA - 5117 24110

PIRENS Institute of Business Management and Administration (IBMA)

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Visit at : www.pirens.in **Tel. :** +91-2422-273493,273694

A.I.C.T.E. PERMANENT ID : 1-28775271 | PUN CODE : IMMA017030 | A.I.S.H.E. CODE : C-41915

RESULT ANALYSIS

ACADEMIC YEAR:2021-22

SEM-III

COURSE NAME: STRATEGIC MANAGEMENT

COURSE CODE:301

1. NUMBER OF STUDENTS APPEARED:107
2. NUMBER OF STUDENTS PASSED:107
3. PASSING PRCENTAGE:100
4. TOP THREE STUDENTS FOR THE COURSE

SEAT NO	SEAT NO	I	E	T
49846	KAZI URMIYA SHAUKAT	46	49	95
49817	MUNDE DNYANESHWARI BHASKAR	46	48	94
49841	MAGAR ANJALI SHARAD	47	46	93

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Course In charge



DTE CHOICE CODE
MBA - 5117 10110
MCA - 5117 24110

PIRENS Institute of Business Management and Administration (IBMA)

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E-mail : directoribma@pirens.in | directorptc@yahoo.com

Visit at : www.pirens.in Tel. : +91-2422-273493,273694

A.I.C.T.E. PERMANENT ID : 1-28775271 | PUN CODE : IMMA017030 | A.I.S.H.E. CODE : C-41915

Sr. No	Seat No	Name of the Student	301		
			I	E	T
1	49739	Bhondave Navnath Sajabapu	41	31	72
2	49740	Cholake Ajinkya Rajendra	43	48	91
3	49741	Gavitre Karan Arun	AA	AA	AA
4	49742	Ghadge Rushikesh Suresh	31	46	77
5	49743	Ghunawat Dheeraj Bhausing	36	33	69
6	49744	Girme Akshay Ravindra	40	44	84
7	49745	Gite Aditya Bharat	40	42	82
8	49746	jagtap Dhiraj Thomas	30	40	70
9	49747	Kadam Sanket Dadasaheb	39	48	87
10	49748	Kharde Karan Rajendra	33	41	74
11	49749	Pawar Kamlesh Janardan	25	32	57
12	49750	Raut Pankaj Sudam	41	36	77
13	49751	Roham Abhijit Rajendra	31	34	65
14	49752	Sadafal Ganesh Balasaheb	31	41	72
15	49753	Sansare Vishal Vijay	25	32	57
16	49754	Sapike Shivam Dipak	28	43	71
17	49755	Satkar Akesh Babasaheb	29	42	71
18	49756	Sonwane Swapnil Shivaji	41	32	73
19	49757	Aher Hrutuja Ravindra	42	44	86
20	49758	Bankar Sanket Narendra	40	43	83
21	49759	Bansode Pravin Vinayak	39	48	87
22	49760	Bhalerao Vishakha Vijay	43	40	83
23	49761	Chande Priyanka Devidas	42	46	88
24	49762	Chaudhari Sakshi Prakash	40	43	83
25	49763	Chavan Vaibhavi Jitendra	29	44	73
26	49764	Gunjal Ravindra Kailas	41	41	82
27	49765	Kadam Shekhar Vilas	40	29	69
28	49766	Kedari Vinay Chandrakant	31	36	67
29	49767	Kshirsagar Nikhil Nivruttinath	31	36	67
30	49768	Najan Akash Haushabapu	36	39	75
31	49769	Rokde Rutuja Dattatraya	42	43	85
32	49770	Salave Hrushikesh Suresh	40	35	75



DTE CHOICE CODE
MBA - 5117 10110
MCA - 5117 24110

PIRENS Institute of Business Management and Administration (IBMA)

Approved by AICTE New Delhi, Permanently Affiliated to Savitribai Phule Pune University, Pune

E-mail : directoribma@pirens.in | directorptc@yahoo.com

Visit at : www.pirens.in Tel. : +91-2422-273493,273694

A.I.C.T.E. PERMANENT ID : 1-28775271 | PUN CODE : IMMA017030 | A.I.S.H.E. CODE : C-41915

33	49771	Sarode Komal Pandurang	23	21	44
34	49772	Shaikh Saifnawaz Samsher	29	28	57
35	49773	Shirsath Milind Raghunath	AA	25	25
36	49774	Tambe Machhindra Raosaheb	37	42	79
37	49775	Udavant Pragati Ravindra	30	43	73
38	49776	Vaishnav Vyankatesh Laxamandas	41	36	77
39	49777	Walhekar Gitanjali Balasaheb	43	41	84
40	49778	Yadav Chandan Vinod	39	39	78
41	49779	Yadav Ganesh Kamlakant	35	31	66
42	49780	Yadav Rupesh Kamlakant	35	34	69
43	49781	Abhang Shivanjali Ashok	41	40	81
44	49782	Dushing Nikita Lamuvell	42	37	79
45	49783	Kolekar Sagar Chandrabhan	41	35	76
46	49784	Sathe Vidya Nandu	38	27	65
47	49785	Anap Akash Narayan	34	50	84
48	49786	Asawa Darshan Deepak	39	44	83
49	49787	Babar Priyanka Vinod	40	47	87
50	49788	Bhosale Rakesh Vitthal	37	33	70
51	49789	Chaudhari Vinit Vilas	39	41	80
52	49790	Cholake Tushar Rajendra	38	46	84
53	49791	Ghogare Vijaysiha Bapusaheb	33	37	70
54	49792	Gondkar Yash Sampat	41	43	84
55	49793	Patil Ajinkya Rajendra	34	47	81
56	49794	Shirsath Komal Sanjay	40	40	80
57	49795	Ushir Sudarshan Prakash	21	41	62
58	49796	Waghmare Suyash Bhimraj	42	46	88
59	49797	Waskar Shubham Manohar	42	43	85
60	49798	Ambekar Pooja Laljee	38	40	78
61	49799	Argade Santosh Dattatray	37	41	78
62	49800	Bhosale Vinod Annasaheb	42	42	84
63	49801	Borkar Harshada Rajendra	46	46	92
64	49802	Dhagude Rushikesh Kailas	39	38	77
65	49803	Gadekar Kiran Dattatray	42	46	88
66	49804	Gangule Kunal Vitthal	42	23	65
67	49805	Golhar Prachi Anjabapu	45	44	89
68	49806	Harishchandre Priti Govind	38	44	82



DTE CHOICE CODE
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E-mail : directoribma@pirens.in | directorptc@yahoo.com

Visit at : www.pirens.in Tel. : +91-2422-273493,273694

A.I.C.T.E. PERMANENT ID : 1-28775271 | PUN CODE : IMMA017030 | A.I.S.H.E. CODE : C-41915

69	49807	Harke Rushikesh Rajendra	40	45	85
70	49808	Jadhav Rohit Sham	36	40	76
71	49809	Jadhav Shruti Sunil	42	40	82
72	49810	Joshi Dhiraj Krushnarao	39	35	74
73	49811	Kadu Aarti Indrabhan	43	48	91
74	49812	Ktore Abhinav Prakash	39	36	75
75	49813	Kulkarni Chetan Sudesh	38	36	74
76	49814	Lavre Rajendra Laxman	37	42	79
77	49815	Mantala Isha Kishor	41	39	80
78	49816	Mehetre Tushar Dilip	39	36	75
79	49817	Munde Dnyaneshwari Bhaskar	46	48	94
80	49818	Murtadak Puja Shankar	44	42	86
81	49819	Nagre Sanjana Kacharu	41	45	86
82	49820	Pachore Jyoti Annasaheb	36	35	71
83	49821	Pandhare Ganesh Ashok	40	44	84
84	49822	Pandit Nirmala Ishwardas	38	37	75
85	49823	PansareSaurabh Gorakshnath	41	44	85
86	49824	Parvat Sanket Balasaheb	42	46	88
87	49825	Ranmale Priyanka Vinayak	41	45	86
88	49826	Sambare Komal Dilip	36	45	81
89	49827	Shinde Sadashiv Ashok	37	41	78
90	49828	Thokal Pavan Gorakshnath	42	41	83
91	49829	Thorat Pratiksha Ravindra	42	43	85
92	49830	Welhekar Gayatri Dilip	41	39	80
93	49831	Angarkhe Priyanka Dinkar	42	37	79
94	49832	Bhosle Sayli Uttam	44	41	85
95	49833	Bramhane Divya Balasaheb	38	35	73
96	49834	Burhade Hemant Subhash	38	44	82
97	49835	Dushing Diksha Alex	44	33	77
98	49836	Gagare Priyanka Popat	36	40	76
99	49837	Ghogare Damini Sandip	40	42	82
100	49838	Gulve Sonali Gorakshnath	35	41	76
101	49839	Hirgal Prashant Pandurang	40	48	88
102	49840	Lokhande Asha Devidas	43	44	87
103	49841	Magar Anjali Sharad	47	46	93
104	49842	Medhe Suyog Sudam	33	42	75



DTE CHOICE CODE
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Visit at : www.pirens.in **Tel. :** +91-2422-273493,273694

A.I.C.T.E. PERMANENT ID : 1-28775271 | PUN CODE : IMMA017030 | A.I.S.H.E. CODE : C-41915

105	49843	Pachpind Gauri Sadanand	43	36	79
106	49844	Zadfuqe Aishvarya Hemant	46	46	92
107	49845	Gite Santosh Balkrushna	40	47	87
108	49846	Kazi Urmiya Shaukat	46	49	95

Dr Ashish R Jaswal
Course In charge



DTE CHOICE CODE
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MCA – 5117 24110

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A.I.C.T.E. PERMANENT ID : 1-28775271 | PUN CODE : IMMA017030 | A.I.S.H.E. CODE : C-41915

ATTAINMENT OF COURSE OUTCOMES FOR GENERIC CORE

CLASS: MBA-II

SPECIALIZATION: - NA

NAME OF THE COURSE TEACHER: DR A R JASWAL

COURSE: STRATEGIC MANAGEMENT

TYPE OF COURSE:GENERIC CORE

ACADEMIC YEAR: 2021-22

BATCH :2020-22

CREDITS :03

COURSE CODE: 301

I. Mapping of Course Outcomes (COs) to Program Outcomes (POs) :

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
CO301.1	3	2	2	2	2	3	2	2	1	3
CO301.2	3	2	2	2	2	1	1	1	1	2
CO301.3	3	3	3	3	2	3	3	2	2	2
CO301.4	3	3	2	2	2	1	1	1	1	1
CO301.5	3	2	2	2	2	2	2	2	2	2
CO301.6	3	2	1	1	1	0	1	1	1	2
AVERAGE	3.00	2.33	2.00	2.00	1.83	1.67	1.67	1.50	1.33	2.00

(Specify values as : 3: High Level, 2: Medium Level, 1: Low Level for mapping of Cos to POs)

***Note Average is to be filled up in master spread sheet for POs Mapping**

Rubrics for attainment of course outcomes:

- Attainment Level 0: < 40 %
- Attainment Level 1: 40-50 %
- Attainment Level 2: 51-60%
- Attainment Level 3: 61-100 %

FOR EXTERNAL EXAMINATION

Sr.No. No.	Name of Student	External Assessment		
		External Evaluation	%	GP
		-50		
1	Bhondave Navnath Sajabapu	31	62	8.20
2	Cholake Ajinkya Rajendra	48	96	10.00
3	Gavitre Karan Arun	AA	AA	AA
4	Ghadge Rushikesh Suresh	46	92	10.00
5	Ghunawat Dheeraj Bhausing	33	66	8.60
6	Girme Akshay Ravindra	44	88	10.00
7	Gite Aditya Bharat	42	84	10.00
8	jagtap Dhiraj Thomas	40	80	10.00
9	Kadam Sanket Dadasaheb	48	96	10.00
10	Kharde Karan Rajendra	41	82	10.00
11	Pawar Kamlesh Janardan	32	64	8.40
12	Raut Pankaj Sudam	36	72	9.20
13	Roham Abhijit Rajendra	34	68	8.80
14	Sadafal Ganesh Balasaheb	41	82	10.00
15	Sansare Vishal Vijay	32	64	8.40
16	Sapike Shivam Dipak	43	86	10.00
17	Satkar Akesh Babasaheb	42	84	10.00
18	Sonwane Swapnil Shivaji	32	64	8.40
19	Aher Hrutuja Ravindra	44	88	10.00
20	Bankar Sanket Narendra	43	86	10.00
21	Bansode Pravin Vinayak	48	96	10.00
22	Bhalerao Vishakha Vijay	40	80	10.00
23	Chande Priyanka Devidas	46	92	10.00
24	Chaudhari Sakshi Prakash	43	86	10.00
25	Chavan Vaibhavi Jitendra	44	88	10.00
26	Gunjal Ravindra Kailas	41	82	10.00
27	Kadam Shekhar Vilas	29	58	7.60
28	Kedari Vinay Chandrakant	36	72	9.20
29	Kshirsagar Nikhil Nivruttinath	36	72	9.20
30	Najan Akash Haushabapu	39	78	9.80
31	Rokde Rutuja Dattatraya	43	86	10.00
32	Salave Hrushikesh Suresh	35	70	9.00

33	Sarode Komal Pandurang	21	42	4.40
34	Shaikh Saifnawaz Samsher	28	56	7.20
35	Shirsath Milind Raghunath	25	50	6.00
36	Tambe Machhindra Raosaheb	42	84	10.00
37	Udavant Pragati Ravindra	43	86	10.00
38	Vaishnav Vyankatesh Laxamandas	36	72	9.20
39	Walhekar Gitanjali Balasaheb	41	82	10.00
40	Yadav Chandan Vinod	39	78	9.80
41	Yadav Ganesh Kamlakant	31	62	8.20
42	Yadav Rupesh Kamlakant	34	68	8.80
43	Abhang Shivanjali Ashok	40	80	10.00
44	Dushing Nikita Lamuvell	37	74	9.40
45	Kolekar Sagar Chandrabhan	35	70	9.00
46	Sathe Vidya Nandu	27	54	6.80
47	Anap Akash Narayan	50	100	10.00
48	Asawa Darshan Deepak	44	88	10.00
49	Babar Priyanka Vinod	47	94	10.00
50	Bhosale Rakesh Vitthal	33	66	8.60
51	Chaudhari Vinit Vilas	41	82	10.00
52	Cholake Tushar Rajendra	46	92	10.00
53	Ghogare Vijaysiha Bapusaheb	37	74	9.40
54	Gondkar Yash Sampat	43	86	10.00
55	Patil Ajinkya Rajendra	47	94	10.00
56	Shirsath Komal Sanjay	40	80	10.00
57	Ushir Sudarshan Prakash	41	82	10.00
58	Waghmare Suyash Bhimraj	46	92	10.00
59	Waskar Shubham Manohar	43	86	10.00
60	Ambekar Pooja Laljee	40	80	10.00
61	Argade Santosh Dattatray	41	82	10.00
62	Bhosale Vinod Annasaheb	42	84	10.00
63	Borkar Harshada Rajendra	46	92	10.00
64	Dhagude Rushikesh Kailas	38	76	9.60
65	Gadekar Kiran Dattatray	46	92	10.00
66	Gangule Kunal Vitthal	23	46	5.20
67	Golhar Prachi Anjabapu	44	88	10.00
68	Harishchandre Priti Govind	44	88	10.00
69	Harke Rushikesh Rajendra	45	90	10.00
70	Jadhav Rohit Sham	40	80	10.00
71	Jadhav Shruti Sunil	40	80	10.00

72	Joshi Dhiraj Krushnarao	35	70	9.00
73	Kadu Aarti Indrabhan	48	96	10.00
74	Ktore Abhinav Prakash	36	72	9.20
75	Kulkarni Chetan Sudesh	36	72	9.20
76	Lavre Rajendra Laxman	42	84	10.00
77	Mantala Isha Kishor	39	78	9.80
78	Mehetre Tushar Dilip	36	72	9.20
79	Munde Dnyaneshwari Bhaskar	48	96	10.00
80	Murtadak Puja Shankar	42	84	10.00
81	Nagre Sanjana Kacharu	45	90	10.00
82	Pachore Jyoti Annasaheb	35	70	9.00
83	Pandhare Ganesh Ashok	44	88	10.00
84	Pandit Nirmala Ishwardas	37	74	9.40
85	PansareSaurabh Gorakshnath	44	88	10.00
86	Parvat Sanket Balasaheb	46	92	10.00
87	Ranmale Priyanka Vinayak	45	90	10.00
88	Sambare Komal Dilip	45	90	10.00
89	Shinde Sadashiv Ashok	41	82	10.00
90	Thokal Pavan Gorakshnath	41	82	10.00
91	Thorat Pratiksha Ravindra	43	86	10.00
92	Welhekar Gayatri Dilip	39	78	9.80
93	Angarkhe Priyanka Dinkar	37	74	9.40
94	Bhosle Sayli Uttam	41	82	10.00
95	Bramhane Divya Balasaheb	35	70	9.00
96	Burhade Hemant Subhash	44	88	10.00
97	Dushing Diksha Alex	33	66	8.60
98	Gagare Priyanka Popat	40	80	10.00
99	Ghogare Damini Sandip	42	84	10.00
100	Gulve Sonali Gorakshnath	41	82	10.00
101	Hirgal Prashant Pandurang	48	96	10.00
102	Lokhande Asha Devidas	44	88	10.00
103	Magar Anjali Sharad	46	92	10.00
104	Medhe Suyog Sudam	42	84	10.00
105	Pachpind Gauri Sadanand	36	72	9.20
106	Zadfuqe Aishvarya Hemant	46	92	10.00
107	Gite Santosh Balkrushna	47	94	10.00
108	Kazi Urmiya Shaukat	49	98	10.00
	Average			9.51

Number of students appeared for the exam=107

% of students scored grade points in University Exam above 05= $106/107*100=99.06\%$

ATTAINMENT CALCULATION

- **Attainment Level 0:< 40 %**
- **Attainment Level 1: 40-50 %**
- **Attainment Level 2: 51-60%**
- **Attainment Level 3: 61-100 %**

From above Rubrics attainment level:3

Calculation:

$$=3*.0.8$$

$$=2.4$$

FOR EXTERNAL EXAMINATION ATTAINMENT =2.4

FOR INTERNAL EVALUATION

Sr.No.	Name of Student	EXTERNAL ASSESSMENT		
		External Evaluation	%	GP
		-50		
1	Bhondave Navnath Sajabapu	41	82	10.00
2	Cholake Ajinkya Rajendra	43	86	10.00
3	Gavitre Karan Arun	AA	AA	AA
4	Ghadge Rushikesh Suresh	31	62	8.20
5	Ghunawat Dheeraj Bhausing	36	72	9.20
6	Girme Akshay Ravindra	40	80	10.00
7	Gite Aditya Bharat	40	80	10.00
8	jagtap Dhiraj Thomas	30	60	8.00
9	Kadam Sanket Dadasaheb	39	78	9.80
10	Kharde Karan Rajendra	33	66	8.60
11	Pawar Kamlesh Janardan	25	50	6.00
12	Raut Pankaj Sudam	41	82	10.00
13	Roham Abhijit Rajendra	31	62	8.20
14	Sadafal Ganesh Balasaheb	31	62	8.20
15	Sansare Vishal Vijay	25	50	6.00
16	Sapike Shivam Dipak	28	56	7.20
17	Satkar Akesh Babasaheb	29	58	7.60
18	Sonwane Swapnil Shivaji	41	82	10.00
19	Aher Hrutuja Ravindra	42	84	10.00
20	Bankar Sanket Narendra	40	80	10.00
21	Bansode Pravin Vinayak	39	78	9.80
22	Bhalerao Vishakha Vijay	43	86	10.00
23	Chande Priyanka Devidas	42	84	10.00
24	Chaudhari Sakshi Prakash	40	80	10.00
25	Chavan Vaibhavi Jitendra	29	58	7.60
26	Gunjal Ravindra Kailas	41	82	10.00
27	Kadam Shekhar Vilas	40	80	10.00
28	Kedari Vinay Chandrakant	31	62	8.20
29	Kshirsagar Nikhil Nivruttinath	31	62	8.20
30	Najan Akash Haushabapu	36	72	9.20
31	Rokde Rutuja Dattatraya	42	84	10.00
32	Salave Hrushikesh Suresh	40	80	10.00
33	Sarode Komal Pandurang	23	46	5.20

34	Shaikh Saifnawaz Samsheer	29	58	7.60
35	Shirsath Milind Raghunath	AA	#VALUE!	0.00
36	Tambe Machhindra Raosaheb	37	74	9.40
37	Udavant Pragati Ravindra	30	60	8.00
38	Vaishnav Vyankatesh Laxamandas	41	82	10.00
39	Walhekar Gitanjali Balasaheb	43	86	10.00
40	Yadav Chandan Vinod	39	78	9.80
41	Yadav Ganesh Kamlakant	35	70	9.00
42	Yadav Rupesh Kamlakant	35	70	9.00
43	Abhang Shivanjali Ashok	41	82	10.00
44	Dushing Nikita Lamuvel	42	84	10.00
45	Kolekar Sagar Chandrabhan	41	82	10.00
46	Sathe Vidya Nandu	38	76	9.60
47	Anap Akash Narayan	34	68	8.80
48	Asawa Darshan Deepak	39	78	9.80
49	Babar Priyanka Vinod	40	80	10.00
50	Bhosale Rakesh Vitthal	37	74	9.40
51	Chaudhari Vinit Vilas	39	78	9.80
52	Cholake Tushar Rajendra	38	76	9.60
53	Ghogare Vijaysiha Bapusaheb	33	66	8.60
54	Gondkar Yash Sampat	41	82	10.00
55	Patil Ajinkya Rajendra	34	68	8.80
56	Shirsath Komal Sanjay	40	80	10.00
57	Ushir Sudarshan Prakash	21	42	4.40
58	Waghmare Suyash Bhimraj	42	84	10.00
59	Waskar Shubham Manohar	42	84	10.00
60	Ambekar Pooja Laljee	38	76	9.60
61	Argade Santosh Dattatray	37	74	9.40
62	Bhosale Vinod Annasaheb	42	84	10.00
63	Borkar Harshada Rajendra	46	92	10.00
64	Dhagude Rushikesh Kailas	39	78	9.80
65	Gadekar Kiran Dattatray	42	84	10.00
66	Gangule Kunal Vitthal	42	84	10.00
67	Golhar Prachi Anjabapu	45	90	10.00
68	Harishchandre Priti Govind	38	76	9.60
69	Harke Rushikesh Rajendra	40	80	10.00
70	Jadhav Rohit Sham	36	72	9.20
71	Jadhav Shruti Sunil	42	84	10.00
72	Joshi Dhiraj Krushnarao	39	78	9.80

73	Kadu Aarti Indrabhan	43	86	10.00
74	Ktore Abhinav Prakash	39	78	9.80
75	Kulkarni Chetan Sudesh	38	76	9.60
76	Lavre Rajendra Laxman	37	74	9.40
77	Mantala Isha Kishor	41	82	10.00
78	Mehetre Tushar Dilip	39	78	9.80
79	Munde Dnyaneshwari Bhaskar	46	92	10.00
80	Murtadak Puja Shankar	44	88	10.00
81	Nagre Sanjana Kacharu	41	82	10.00
82	Pachore Jyoti Annasaheb	36	72	9.20
83	Pandhare Ganesh Ashok	40	80	10.00
84	Pandit Nirmala Ishwardas	38	76	9.60
85	PansareSaurabh Gorakshnath	41	82	10.00
86	Parvat Sanket Balasaheb	42	84	10.00
87	Ranmale Priyanka Vinayak	41	82	10.00
88	Sambare Komal Dilip	36	72	9.20
89	Shinde Sadashiv Ashok	37	74	9.40
90	Thokal Pavan Gorakshnath	42	84	10.00
91	Thorat Pratiksha Ravindra	42	84	10.00
92	Welhekar Gayatri Dilip	41	82	10.00
93	Angarkhe Priyanka Dinkar	42	84	10.00
94	Bhosle Sayli Uttam	44	88	10.00
95	Bramhane Divya Balasaheb	38	76	9.60
96	Burhade Hemant Subhash	38	76	9.60
97	Dushing Diksha Alex	44	88	10.00
98	Gagare Priyanka Popat	36	72	9.20
99	Ghogare Damini Sandip	40	80	10.00
100	Gulve Sonali Gorakshnath	35	70	9.00
101	Hirgal Prashant Pandurang	40	80	10.00
102	Lokhande Asha Devidas	43	86	10.00
103	Magar Anjali Sharad	47	94	10.00
104	Medhe Suyog Sudam	33	66	8.60
105	Pachpind Gauri Sadanand	43	86	10.00
106	Zadfuqe Aishvarya Hemant	46	92	10.00
107	Gite Santosh Balkrushna	40	80	10.00
108	Kazi Urmiya Shaukat	46	92	10.00
	Average			9.31

Number of students appeared for the exam=107

% of students scored grade points in University Exam above 05= $106/107*100=99.06$

ATTAINMENT CALCULATION

- **Attainment Level 0: < 40 %**
- **Attainment Level 1: 40-50 %**
- **Attainment Level 2: 51-60%**
- **Attainment Level 3: 61-100 %**

From above Rubrics attainment level:3

Calculation:

$$=3*.0.2$$

$$=0.6$$

For Internal Examination attainment =0.6

FINAL CALCULATION:

External Examination attainment+ Internal Examination attainment

$$=2.4+0.6$$

$$=3$$

(Dr Ashish R Jaswal)



PIRENS Institute of Business Management and Administration (IBMA)

Approved by AICTE New Delhi, Permanently Affiliated to Savitribai Phule Pune University, Pune

E-mail : directoribma@pirens.in | directorptc@yahoo.com

Visit at : www.pirens.in Tel. : +91-2422-273493,273694

A.I.C.T.E. PERMANENT ID : 1-28775271 | PUN CODE : IMMA017030 | A.I.S.H.E. CODE : C-41915

COURSE ATTAINMENT AND PO LINKAGE

CLASS: MBA-II

SPECIALIZATION: - MARKETING

NAME OF THE COURSE TEACHER: DR A R JASWAL

COURSE: STRATEGIC MANAGEMENT

TYPE OF COURSE: GENERIC COURSE

ACADEMIC YEAR: 2021-22

BATCH : 2020-22

CREDITS : 03

COURSE CODE: 301

I. Mapping of Course Outcomes (COs) to Program Outcomes (POs) :

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
CO301.1	3	2	2	2	2	3	2	2	1	3
CO301.2	3	2	2	2	2	1	1	1	1	2
CO301.3	3	3	3	3	2	3	3	2	2	2
CO301.4	3	3	2	2	2	1	1	1	1	1
CO301.5	3	2	2	2	2	2	2	2	2	2
CO301.6	3	2	1	1	1	0	1	1	1	2
AVERAGE	3.00	2.33	2.00	2.00	1.83	1.67	1.67	1.50	1.33	2.00

CO ATTAINMENT

FINAL CALCULATION:

External Examination attainment+ Internal Examination attainment

=2.4+0.6

=3

2020-22	Course Code	301
	Course Name	STRATEGIC MANAGEMENT
	Attainment Levels (Col. A)	3
PO-1	PO-1 (Col. B)	3
	Col.A* Col.B	9
PO-2	PO-2(Col. B)	2.33
	Col.A* Col.B	6.99
PO-3	PO-3	2
	Col.A* Col.B	6
PO-4	PO-4	2
	Col.A* Col.B	6
PO-5	PO-5	1.83
	Col.A* Col.B	5.49
PO-6	PO-6 (Col. B)	1.67
	Col.A* Col.B	5.01
PO-7	PO-7(Col. B)	1.67
	Col.A* Col.B	5.01
PO-8	PO-8(Col. B)	1.5
	Col.A* Col.B	4.5
PO-9	PO-9(Col. B)	1.33
	Col.A* Col.B	3.99
PO-10	PO-10(Col. B)	2
	Col.A* Col.B	6

Dr Ashish R Jaswal

COURSE COMPLETION REPORT

PIRENS Institute of Business Management and Administration (IBMA)
Syllabus Coverage Report Academic Year :2021-22 (Term-I)

MBA-I SEM-I

Sr. No	Course Code	Course No	Course Title	Course Teacher	10/12/2021 (To be Filled for session till 31/12/2021)			01/01/2022 (To be filled for sessions till 31/01/2022)			01/02/2022 (To be filled for sessions till 28.02.2022)			01/03/2022(To be filled for sessions till 31/03/2022)			01/04/2022 (To be filled for sessions till 18/04/2022)			Total		
					Planned	Conduct ed	% of Syllabus Covered	Planned	Conduct ed	% of Syllabus Covered	Planned	Conduct ed	% of Syllabus Covered	Planned	Conduct ed	% of Syllabus Covered	Planned	Conduct ed	% of Syllabus Covered	Planned	Conduct ed	% of Syllabus Covered
Generic Core (GC) Courses																						
1	GC – 01	101	Managerial Accounting	Dr. M. A. Tamboli	12	12	15	8	8	25	12	12	65	9	9	77	4	4	100	45	45	100
2	GC – 02	102	Organizational Behaviour	Prof. Y. L. Aher	11	11	14	9	9	35	11	10	65	8	8	88	3	3	95	42	41	97.61905
3	GC – 03	103	Economic Analysis for Business Decisions	Dr. V. N. Sayankar	12	12	15	8	8	40	12	12	55	8	8	75	5	5	100	45	45	100
4	GC – 04	104	Business Research Methods	Dr. A. R. Jaswal	11	11	14	8	8	35	11	11	60	9	9	70	3	3	100	42	42	100
5	GC – 05	105	Basics of Marketing	Dr. N. U. Bankar	10	10	15	7	7	34	10	10	55	9	9	75	4	4	100	40	40	100
6	GC – 06	106	Digital Business	Prof. P. D. Borhade	11	11	12	8	8	35	11	11	50	8	8	80	3	3	97	41	41	100
Generic Elective University Level (GE-UL) Courses																						
7	GE - UL - 01	107	Management Fundamentals	Prof. B. S. Kale	11	11	13	8	8	40	11	11	65	8	8	75	5	5	100	43	43	100
8	GE - UL - 03	109	Entrepreneurship Development	Prof. Y. L. Aher	12	12	14	9	9	40	12	12	65	7	7	80	4	4	95	44	44	100
9	GE - UL - 05	111	Legal Aspects of Business	Prof. S. V. Bidgar	10	10	15	7	7	45	10	10	55	9	9	85	3	3	100	39	39	100
Generic Elective Institute Level (GE-IL) Courses																						
10	GE - IL - 01	114	Enterprise Analysis & Desk Research	Prof. S. V. Bidgar	11	11	13	8	8	35	11	11	50	9	9	76	4	4	100	43	43	100
11	GE - IL - 03	115	Selling & Negotiation Skills Lab	Dr. M. A. Tamboli	11	11	14	8	8	34	11	10	60	8	8	79	4	4	100	42	41	97.61905
12	GE - IL - 05	117	Business Systems & Procedures	Prof. S. S. Bhandari	12	12	15	7	7	40	12	11	65	8	8	80	3	3	98	42	41	97.61905
Skill Based Credit Courses																						
13		191	Human Rights-I-(1 Credit)	Dr. N. U. Bankar	2	2	15	2	2	30	2	2	50	2	2	70	2	2	100	10	10	100
14		192	Cyber Security-II-(1 Credit)	Prof. D. S. Borhade	2	2	10	2	2	35	2	2	55	2	2	75	2	2	100	10	10	100

ibma
Academic Co-ordinator



Director

Ange

DIRECTOR

PIRENS Institute of Business Management and Administration (IBMA), Loni (BK), Tal. Rahata, Dist. Ahmednagar - 413736

PIRENS Institute of Business Management and Administration (PIBMA)
Syllabus Coverage Report Academic Year :2021-22 (Term-I)
MBA-II SEM-III

Sr. No	Course Code	Course No	Course Title	Course Teacher	15/11/2021 (To be Filled for session till 30/11/2021)			01/12/2021 (To be filled for sessions till 31/12/2021)			01/01/2022 (To be filled for sessions till 31/01/2022)			01/02/2022 (To be filled for sessions till 28/02/2022)			01/03/2022 (To be filled for sessions till 03/03/2022)			Total		
					Planned	Conduct ed	% of Syllabus	Planned	Conduct ed	% of Syllabus	Planned	Conduct ed	% of Syllabus	Planned	Conduct ed	% of Syllabus	Planned	Conduct ed	% of Syllabus	Planned	Conduct ed	% of Syllabus
Generic Core (GC) Courses																						
1	301	GC – 11	Strategic Management	Prof. Atul Thombre	12	12	15	7	7	25	11	11	65	9	9	77	4	4	100	43	43	100
2	302	GC – 12	Decision Science	Prof. Hemant Pawar	14	14	14	10	10	35	9	11	65	10	10	88	3	3	95	46	48	104.3478
Generic Electives-University Level (GE-UL) Courses																						
3	307	GE - UL - 14	International Business Environment	Dr. Sayankar	11	11	15	7	7	40	12	12	55	8	8	75	5	5	100	43	43	100
4	310	GE - UL - 17	Corporate Governance	Prof. S. V. Bidgar	11	11	14	8	8	35	11	11	60	9	9	70	3	3	100	42	42	100
5	311	GE - UL - 18	Management of Non-profit organizations	Prof. S. R. Vikhe	10	10	15	7	7	34	10	10	55	9	9	75	4	4	100	40	40	100
Subject Core (SC) Courses - Marketing Management (MKT) Specialization																						
6	304 MKT	SC – MKT- 03	Services Marketing	Prof.S.R.Vikhe	11	11	12	8	8	35	11	11	50	8	8	80	3	3	97	41	41	100
7	305 MKT	SC – MKT- 04	Sales & Distribution Management	Prof. Hemant Pawar	11	11	13	8	8	40	11	11	65	8	8	75	5	5	100	43	43	100
Subject Core (SC) Courses - Financial Management (FIN) Specialization																						
8	304 FIN	SC – FIN - 03	Advanced Financial Management III	Prof. Bhagyashri Kale	12	12	14	9	9	40	12	12	65	7	7	80	4	4	95	44	44	100
9	305 FIN	SC – FIN - 04	International Finance	Prof. S. S. Bhandari	10	10	15	7	7	45	10	10	55	9	9	85	3	3	100	39	39	100
Subject Core (SC) Courses - Human Resource Management (HR) Specialization																						
10	304 HR	SC – HRM - 03	Strategic Human Resource Management	Dr. A. R. Jaswal	11	11	13	8	8	35	11	11	50	9	9	76	4	4	100	43	43	100
11	305 HR	SC – HRM - 04	HR Operations	Prof. P. D. Borhade	11	11	14	8	8	34	11	10	60	8	8	79	4	4	100	42	41	97.61905
Subject Core (SC) Courses - Operations and Supply Chain Management (OSCM) Specialization																						
12	304 OSCM	SC – OSCM - 03	Services Operations Management - II	Prof. S. V. Bidgar	12	12	15	7	7	40	12	11	65	8	8	80	3	3	98	42	41	97.61905
13	305 OSCM	SC – OSCM - 04	Logistics Management	Prof.S.V. Bidgar	10	10	15	7	7	34	10	10	55	9	9	75	4	4	100	40	40	100
Subject Core (SC) Courses - Business Analytics (BA) Specialization																						
14	304 BA	SC – BA - 03	Advanced Statistical Methods using R	Prof.P.D.Borhade	11	11	12	8	8	35	11	11	50	8	8	80	3	3	97	41	41	100
15	305 BA	SC – BA - 04	Machine Learning & Cognitive intelligence using Python	Prof.P.D.Borhade	10	10	15	7	7	34	10	10	55	9	9	75	4	4	100	40	40	100
Subject Elective (SE) Courses - Marketing Management (MKT) Specialization																						
16	313 MKT	SE – IL - MKT- 08	International Marketing	Prof. S. R. Vikhe	6	5	25	4	3	35	6	5	65	4	3	80	5	4	100	25	20	80
17	314 MKT	SE – IL - MKT- 09	Digital Marketing - II	Prof. Atul Thombre	6	5	20	4	4	30	5	4	50	3	3	80	4	4	100	22	20	90.90909
18	315 MKT	SE – IL - MKT- 10	Marketing Of Financial Services - II	Dr. N. U. Bankar	5	5	25	4	4	35	6	5	55	2	2	75	3	3	95	20	19	95
Subject Elective (SE) Courses - Financial Management (FIN) Specialization																						
19	312 FIN	SE – IL - FIN - 14	Behavioural Finance	Prof. S. S. Bhandari	6	5	30	4	3	37	5	5	60	4	3	72	5	5	96	24	21	87.5
20	315 FIN	SE – IL - FIN - 12	Indirect Taxation	Dr. M. A. Tamboli	5	4	25	3	4	38	6	6	65	3	3	73	4	4	95	21	21	100
21	318 FIN	SE – IL - FIN - 15	Digital Banking	Prof. Bhagyashri Kale	5	4	30	4	3	40	5	5	60	2	2	82	3	3	100	19	17	89.47368
Subject Elective (SE) Courses - Human Resource Management (HR) Specialization																						
22	317 HR	SE – IL - HRM - 12	Compensation And Reward Management	Prof. Y. L. Aher	5	5	25	3	3	35	5	5	50	4	3	80	5	5	100	22	21	95.45455
23	318 HR	SE – IL - HRM - 13	Performance Management System	Prof. Atul Thombre	6	6	25	4	3	30	5	4	60	2	1	85	4	4	100	21	18	85.71429
24	319 HR	SE – IL - HRM - 14	Change Management & New Technologies In HRM	Prof. Atul Thombre	6	5	30	3	2	35	6	5	55	3	2	75	5	5	100	23	19	82.6087
Subject Elective (SE) Courses - Operations and Supply Chain Management (OSCM) Specialization																						
25	312 OSCM	SE – IL - OSCM – 07	Manufacturing Resource Planning	Prof. S. V. Bidgar	5	4	25	4	4	36	6	4	68	2	1	69	3	3	100	20	16	80
26	315 OSCM	SE – IL - OSCM – 10	Toyota Production System	Prof. S. V. Bidgar	6	6	25	4	3	38	6	4	67	4	3	75	3	3	100	19	19	82.6087
27	317 OSCM	SE – IL - OSCM – 12	Six Sigma for Operations	Prof. S. V. Bidgar	5	4	30	4	3	37	4	3	50	2	1	73	3	3	100	17	17	77.7778
Subject Elective (SE) Courses - Business Analytics (BA) Specialization																						
28	312 BA	SE – IL - BA - 06	Social Media, Web & Text Analytics	Prof. P. D. Borhade	6	6	25	3	2	34	6	6	5	3	2	80	4	4	100	19	19	82.6087



29	316 BA	SE - IL - BA - 10	Predictive Modelling Using SPSS Modeler	Prof. P. D. Borhade	5	5	24	3	3	35	5	5	5	2	2	85	3	3	100	18	18	100
30	317 BA	SE - IL - BA - 11	E Commerce Analytics - I	Prof. P. D. Borhade	6	6	27	4	4	30	4	4	4	2	2	85	3	3	100	19	19	100
Skill Based Credit Courses																						
31	392		Cyber Security-III-(1 Credit)	Prof. S. V. Bidgar	2	2	25	2	2	30	2	2	2	2	2	85	2	2	100	10	10	100
32	394		Skill Development Course-I (2 Credit)	Prof. D. S. Borhade	2	2	25	2	2	35	2	2	2	2	2	75	2	2	100	10	10	100
33	395		Introduction to the Constitution (2 Credit)	Prof. S. V. Bidgar	2	2	24	2	2	34	2	2	2	2	2	75	2	2	100	10	10	100

M. D. Bhat
Academic Co-ordinator



Director *M. D. Bhat*
DIRECTOR
PIRENS Institute of Business Management
and Administration (IBMA), Loni (Bk)
Tal. Rahata, Dist. Ahmednagar- 413736

PIRENS Institute of Business Management and Administration (IBMA)

Syllabus Coverage Report Academic Year :2021-22 (Term-II)

MBA-I SEM-II

Sr. No	Course Code	Course No	Course Title	Course Teacher	02/05/2022 (To be Filled for session till 31/05/2022)			01/06/2022 (To be filled for sessions till 30/06/2022)			01/07/2022 (To be filled for sessions till 31/07/2022)			01/08/2022 (To be filled for sessions till 16/08/2022)			Total		
					Planned	Conduct ed	% of Syllabus Covered	Planned	Conduct ed	% of Syllabus Covered	Planned	Conduct ed	% of Syllabus Covered	Planned	Conduct ed	% of Syllabus Covered	Planned	Conduct ed	% of Syllabus Covered
Generic Core (GC) Courses																			
1	GC-07	201	Marketing Management	Dr.N.U.Bankar	14	13	15	7	7	50	13	12	80	11	11	100	45	43	95.55556
2	GC-08	202	Financial Management	Dr.M.A.Tamboli	13	13	14	9	9	55	14	14	70	9	9	100	45	45	100
3	GC-09	203	Human Resources Management	Prof.Y.L.Aher	12	12	15	7	7	54	12	12	75	12	12	100	43	43	100
4	GC-10	204	Opration and Supply chain management	Prof.S.V.Bidgar	14	13	15	8	8	40	13	12	80	9	9	97	44	42	95.45455
GENERIC ELECTIVES UNIVERSITY LEVEL (GE – UL) COURSES																			
5	GE - UL - 07	207	Contemporary Frameworks in Management	Prof.Bhagyashri Kale	12	12	20	4	4	58	8	8	72	6	6	100	30	30	100
6	GE - UL - 09	209	Start Up and New Venture Management	Prof.Hemant Pawar	10	10	15	5	5	50	7	7	75	10	10	100	32	32	100
7	GE - UL -11	211	Business, Government & Society	Prof.S.S.Bhandari	11	11	15	5	5	54	8	8	78	6	6	95	30	30	100
GENERIC ELECTIVES INSTITUTE LEVEL (GE – IL) COURSES																			
8	GE – IL - 09	214	Industry Analysis & Desk Research	Dr.A.R.Jaswal	10	10	15	5	5	40	7	7	75	8	8	100	30	30	100
SUBJECT CORE (SC) COURSES: Specialization – Marketing Management (MKT)																			
9	SC – MKT- 01	205 MKT	Marketing Research	Dr.V.N.Sayankar	13	12	16	8	8	54	13	13	80	11	11	97	45	44	97.77778
10	SC – MKT- 02	206 MKT	Consumer Behaviour	Prof.Atul Thombre	14	14	12	9	9	50	12	12	85	9	9	100	44	44	100
SUBJECT ELECTIVE (SE - IL) COURSES :Specialization – Marketing Management (MKT)																			
11	SE – IL - MKT- 01	217MKT	Integrated Marketing Communications	Dr.N.U.Bankar	10	10	13	5	5	40	8	7	65	7	7	100	30	29	96.66667
12	SE – IL - MKT- 03	219MKT	Personal Selling Lab	Dr.A.R.Jaswal	11	11	15	6	6	45	7	7	80	8	8	96	32	32	100
SUBJECT CORE (SC) COURSES: Specialization – Financial Management (FIN)																			
13	SC – FIN - 01	205FIN	Financial Markets and Banking Operations II	Prof.P.D.Borhade	14	14	16	8	8	50	13	13	75	9	9	100	44	44	100
14	SC – FIN - 02	206FIN	Personal Financial Planning	Dr.A.R.Jaswal	14	14	20	9	9	54	14	14	86	8	8	100	45	45	100
SUBJECT ELECTIVE (SE - IL) COURSES: Specialization – Financial Management (FIN)																			
15	SE – IL - FIN - 03	219FIN	Direct Taxation	Dr.M.A.Tamboli	10	10	15	5	5	40	7	7	75	8	8	100	30	30	100
16	SE – IL - FIN - 06	222FIN	Banking Laws & Regulations	Dr.P.D.Borhade	9	8	20	6	6	45	8	8	74	9	9	100	32	31	96.875
SUBJECT CORE (SC) COURSES: Specialization – Human Resource Management (HRM)																			
17	SC – HRM – 01	205 HR	Competency Based Human Resource Management	Prof.S.R.Vikhe	14	14	15	8	8	43	14	13	76	8	8	100	44	43	97.72727
18	SC – HRM – 02	206 HR	Employee Relations & Labour Legislation	Prof.Y.L.Aher	13	13	13	7	7	44	14	14	80	11	11	100	45	45	100
SUBJECT ELECTIVE (SE - IL) COURSES: Specialization – Human Resource Management (HRM)																			
19	SE – IL - HRM - 01	217 HRM	Labour Welfare	Prof.Hemant Pawar	10	9	16	5	5	45	7	7	85	8	8	95	30	29	96.66667
20	SE – IL - HRM - 02	218 HRM	Lab in Recruitment and Selection	Dr.A.R.Jaswal	9	9	10	6	6	50	8	8	85	9	9	100	32	32	100
Skill Based Credit Courses																			
21	HR	291	Huuman Right-II	Prof. Shradha Bhandari	5	5	7	4	4	44	4	4	84	7	7	100	20	20	100
22	CS	292	Cyber Security -II	Prof. D.S.Borhade	4	4	20	3	3	55	5	5	68	10	10	100	22	22	

V. Rajan
Academic Co-ordinator



Amey
DIRECTOR
PIRENS Institute of Business Management
and Administration (IBMA), Loni (Bk),
Tal. Rahata, Dist. Ahmednagar- 413736

PIRENS Institute of Business Management and Administration (IBMA)																			
Syllabus Coverage Report Academic Year :2021-22 (Term-II)																			
MBA-II SEM-IV																			
Sr. No	Course Code	Course No	Couse Title	Course Teacher	11/03/2022 (To be Filled for session till 31/03/2022)			01/04/2022 (To be filled for sessions till 30/04/2022)			01/05/2022 (To be filled for sessions till 31/05/2022)			01/06/2022 (To be filled for sessions till 30/06/2022)			Total		
					Planned	Conducte d	% of Syllabus Covered	Planned	Conducte d	% of Syllabus Covered	Planned	Conducte d	% of Syllabus Covered	Planned	Conducte d	% of Syllabus Covered	Planned	Conducte d	% of Syllabus Covered
Generic Core (GC) Courses																			
1	GC – 14	401	Enterprise Performance Management	Prof.Atul Thombre	13	13	15	9	8	50	13	13	80	10	11	100	45	45	100
2	GC – 15	402	Indian Ethos and Business Ethics	Dr.V.N.Sayankar	14	13	14	7	7	55	14	14	70	9	9	100	44	43	97.72727
GENERIC ELECTIVES UNIVERSITY LEVEL (GE – UL) COURSES																			
3	GE - UL - 19	405	Global Stratergic Management	Prof.S.S.Bhandari	11	10	15	5	5	50	7	7	75	10	10	100	33	32	96.9697
4	GE - UL - 22	408	Corporate Social Responsibility and Sustainability	Prof.S.V.Bidgar	10	9	15	5	5	54	8	8	78	6	6	95	29	28	96.55172
SUBJECT CORE (SC) COURSES: Specialization – Marketing Management (MKT)																			
5	SC – MKT- 05	403MKT	Marketing 4.0	Prof.P.D.Borhade	13	12	16	8	8	54	13	13	80	11	11	97	45	44	97.77778
6	SC – MKT- 06	404 MKT	Marketing Strategy	Prof.S.R. Vikhe	14	14	12	9	9	50	12	12	85	9	9	100	44	44	100
SUBJECT ELECTIVE (SE - IL) COURSES: Specialization – Marketing Management (MKT)																			
7	SE – IL - MKT- 13	409MKT	Customer Realtionship Management	Prof.Hemant Pawar	10	10	13	5	5	40	8	7	65	7	7	100	30	29	96.66667
8	SE – IL - MKT- 16	412MKT	Retail Marketing	Prof.S.R. Vikhe	11	11	15	6	6	45	7	7	80	8	8	96	32	32	100
SUBJECT CORE (SC) COURSES: Specialization – Financial Management (FIN)																			
9	SC – FIN - 05	403 FIN	Financial Laws	Prof.Bhagyashri Kale	14	14	16	8	8	50	12	12	75	9	9	100	43	43	100
10	SC – FIN - 06	404 FIN	Current Trends and Cases in Finance	Prof.Shradha Bhandari	13	13	20	9	9	54	14	14	86	8	8	100	44	44	100
SUBJECT ELECTIVE (SE - IL) COURSES: Specialization – Financial Management (FIN)																			
11	SE – IL - FIN - 23	411 FIN	Risk Management	Prof. Bhagyashri Kale	10	10	15	5	5	40	7	7	75	8	8	100	30	30	100
12	SE – IL - FIN - 25	413 FIN	Rural and Micro Finance	Dr.M.A.Tamboli	9	8	20	6	6	45	8	8	74	9	9	100	32	31	96.875
SUBJECT CORE (SC) COURSES: Specialization – Human Resource Management (HRM)																			
13	SC – HRM - 05	403 HR	Industrail Relations	Prof.Hemant Pawar	14	14	15	8	8	43	14	13	76	9	9	100	45	44	97.77778
14	SC – HRM - 06	404 HR	Current Trends and Cases in HR	Prof.Y.L.Aher	14	13	13	6	6	44	14	14	80	11	11	100	45	44	97.77778
SUBJECT ELECTIVE (SE - IL) COURSES: Specialization – Human Resource Management (HRM)																			
15	SE – IL - HRM - 18	412 HR	Best Practices in HR	Dr.A.R.Jaswal	10	9	16	5	5	45	7	7	85	8	8	95	30	29	96.66667
16	SE – IL - HRM - 19	413 HR	Employee Engagement and Ownership	Prof.Atul Thombre	9	9	10	6	6	50	8	8	85	9	9	100	32	32	100
Skill Based Credit Courses																			
17	SDC		Event Management	Dr.N.U.Bankar	5	5	7	4	4	44	4	4	84	7	7	100	20	20	100
18	SC		Cyber Security -IV	Prof. D.S.Borhade	3	3	20	3	3	55	5	5	68	10	10	100	21	21	100


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PIRENS Institute of Business Management and Administration (IBMA), Loni Bk
Syllabus Coverage Report Academic Year 2021-22 (Term-I)
MCA-I (SEM-I)

Sr. No	Course Code	Course Title	Course Teacher	10/12/2021 (To be filled for session till) 10/01/2022			11/01/2021 (To be filled for session till) 11/02/2022			14/02/2022 (To be filled for session till)			15/03/2022 (To be filled for session till) 18/04/2022			Total		
				Planned	Conducted	%of Syllabus Coverd	Planned	Conducted	%of Syllabus Coverd	Planned	Conducted	%of Syllabus Coverd	Planned	Conducted	%of Syllabus Coverd	Planned	Conducted	%of Syllabus Coverd
1	IT 11	Java Programming	Prof. Renuka Tanpure	12	10	30	10	8	60	12	11	85	11	9	100	45	38	100
2	IT 12	Data Structure and Algorithms	Prof. Yogesh Amle	13	11	33	11	10	65	10	8	75	11	10	100	45	39	100
3	IT 13	Object Oriented Software Engineering	Prof. Yogesh Jorvekar	11	10	30	15	13	67	10	7	85	9	7	100	45	37	100
4	IT 14	Operating System Concepts	Dr. Manojkumar Langote	12	10	25	12	11	55	12	11	75	9	8	100	45	40	100
5	IT 15	Network Technologies	Prof. Prachi Varpe	11	9	27	12	10	60	11	10	80	11	9	100	45	38	100
6	OS 11	Open Course 1	Prof. Jayashri Vyavahare	3	2	30	3	3	60	3	2	80	3	3	100	12	10	100
7	OS 12	Open Course 2	Prof. Hemangi Chandgude	4	3	35	2	2	50	4	3	75	2	1	90	12	9	90
8	SS 11	Soft Skill I	Dr. Manojkumar Langote	3	2	30	3	3	60	3	2	80	3	2	95	12	9	95
9	IT 11 L	Practical	Prof. Dhananjay Borhade and Prof. Rutuja Kotkar	10	8	35	10	9	60	8	7	80	8	6	100	36	30	100
10	ITC 11	Mini Project	All Faculty	8	7	30	10	9	65	7	6	85	11	9	100	36	31	100

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Syllabus Coverage Report Academic Year 2021-22 (Term-I)
MCA-II (SEM-III)

Sr.No	Course Code	Course Title	Course Teacher	02/05/2022 (To be filled for session till) 02/06/2022			6/06/2022 (To be filled for session till) 11/06/2022			12/06/2022 (To be filled for session till) 12/07/2022			13/07/2022 (To be filled for session till) 20/08/2022			Total		
				Planned	Conducted	%of Syllabus Coverd	Planned	Conducted	%of Syllabus Coverd	Planned	Conducted	%of Syllabus Coverd	Planned	Conducted	%of Syllabus Coverd	Planned	Conducted	%of Syllabus Coverd
1	IT 31	Mobile Application Development	Prof.Jayashri Vyavahare	12	10	25	11	10	55	11	11	80	11	9	100	45	40	100
2	IT 32	Data Warehousing and Data Mining	Prof.Yogesh Jorvekar	11	10	23	12	10	50	11	11	75	11	11	100	45	42	100
3	IT 33	Software Testing and Quality Assurance	Prof.Hemangi Chandgude	10	10	25	12	11	55	12	10	70	11	11	100	45	42	100
4	IT 34	Knowledge Representation & Artificial Intelligence - ML, DL	Prof. Dhananjay Borhade	12	12	30	12	10	50	11	10	70	10	8	100	45	40	100
5	IT 35	Cloud Computing	Prof.Rutuja Kotkar	11	10	25	11	11	50	12	11	73	11	9	100	45	41	100
6	OS 31	Open Course 5	Prof.Rutuja Kotkar	3	3	30	3	2	45	3	2	65	3	3	93	12	10	93
7	OS 32	Open Course 6	Prof. Renuka Tanpure	3	2	26	3	3	52	3	3	70	3	2	95	12	10	95
8	SS 31	Soft Skill III		3	3	33	3	3	60	3	2	80	3	2	95	12	10	95
	IT 31 L	Practical	Prof.Yogesh Amle and Prof.Prachi Varpe	9	7	20	9	8	45	10	8	70	8	7	100	36	30	100
10	ITC 31	Mini Project	All Faculty	10	7	23	8	6	40	10	8	65	8	8	96	36	29	96

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PIRENS Institute of Business Management and Administration (IBMA), Loni Bk
Syllabus Coverage Report Academic Year 2021-22 (Term-II)
MCA-I (SEM-II)

Sr.No	Course Code	Course Title	Course Teacher	15/11/2021 (To be filled for session till) 17/12/2021			20/12/2021 (To be filled for session till) 24/01/2022			26/01/2022 (To be filled for session till) 03/03/2022			Total		
				Planned	Conducted	%of Syllabus Coverd	Planned	Conducted	%of Syllabus Coverd	Planned	Conducted	%of Syllabus Coverd	Planned	Conducted	%of Syllabus Coverd
1	IT 21	Python Programming	Prof. Manojkumar Langote	15	12	35	15	14	65	15	13	100	45	39	100
2	IT 22	Software Project Management	Prof. Renuka Tanpure	14	13	30	15	13	60	16	14	100	45	40	100
3	MT 21	Optimization Techniques	Prof. Rutuja Kotkar	13	12	40	16	13	70	16	15	100	45	40	100
4	IT 23	Advanced Internet Technologies	Prof. Yogesh Amle	15	12	30	15	14	70	15	13	100	45	39	100
5	IT 24	Advance DBMS	Prof. Dhananjay Borhade	16	14	35	15	14	65	14	14	100	45	42	100
6	OS 21	Open Course 3	Prof. Jayashri Vyavahare	4	4	30	4	3	60	4	4	95	12	11	95
7	OS 22	Open Course 4	Prof. Rutuja Kotkar	3	3	30	5	4	65	5	4	93	12	11	93
8	SS 21	Soft Skill	Prof. Renuka Tanpure	4	4	40	4	3	70	4	2	90	12	9	90
9	IT 21 L	Practical	Prof. Jayashri Vyavahare and Prof. Hemangi Chandgude	11	10	35	13	10	65	12	12	100	36	32	100
10	ITC 21	Mini Project	All Faculty	12	10	40	12	11	80	12	8	85	36	29	85

Prof. Manojkumar Langote
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PIRENS Institute of Business Management and Administration (IBMA), Loni Bk
Syllabus Coverage Report Academic Year 2021-22 (Term-II)
MCA-II (SEM-IV)

Sr.No	Course Code	Course Title	Course Teacher	18/04/2022 (To be filled for session till) 18/05/2022			19/05/2022 (To be filled for session till) 20/06/2022			21/06/2022 (To be filled for session till) 22/07/2022			25/07/2022 (To be filled for session till) 06/08/2022			Total		
				Planned	Conducted	%of Syllabus Coverd	Planned	Conducted	%of Syllabus Coverd	Planned	Conducted	%of Syllabus Coverd	Planned	Conducted	%of Syllabus Coverd	Planned	Conducted	%of Syllabus Coverd
1	IT 41	DevOps	Prof. Yogesh Jorvekar	9	7	22	12	10	50	10	9	75	5	4	100	36	30	100
2	BM 41	PPM and OB	Prof. Prachi Varpe	10	8	30	13	10	55	8	7	80	5	4	95	36	29	95
3	ITC 41	Project	All Faculty	20	18	33	20	16	60	20	17	75	12	10	100	72	61	100

m. fargoti
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