



ವಿಶ್ವೇಶ್ವರಯ್ಯ ತಾಂತ್ರಿಕ ವಿಶ್ವವಿದ್ಯಾಲಯ

(ವಿ ಟಿ ಯು ಅಧಿನಿಯಮ 1994 ರ ಅಡಿಯಲ್ಲಿ ಕರ್ನಾಟಕ ಸರ್ಕಾರದಿಂದ ಸ್ಥಾಪಿತವಾದ ರಾಜ್ಯ ವಿಶ್ವವಿದ್ಯಾಲಯ)

VISVESVARAYA TECHNOLOGICAL UNIVERSITY

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REGISTRAR

REF: VTU/BGM/Circular 566/2024-25/ 661

Date: 13 MAY 2024

CIRCULAR

Sir,

Subject: Updated Syllabus of 21CB63-Business Strategy regarding...

Reference: Chairperson BOS in CSE/ISE VTU Belagavi's email dated 12.05.2024
The Hon'ble Vice-Chancellor's approval Dated:13.05.2024

This refers to the subject cited above, **21CB63-Business Strategy**, the syllabus has been revised to meet the title, course/subject objective, and outcome. The updated syllabus is attached to this circular for teachers' and students' reference and use.

It is hereby requested that all principals of engineering colleges that offer the program **Computer Science and Business Systems**, update the content of the circular to all concerned.

Encl: Updated syllabus copy

Sd/-
REGISTRAR

To,
The Principals of Affiliated, Constituent Engineering Colleges under the ambit of the university

Copy to.

1. To the Hon'ble Vice-Chancellor through the secretary to VC, VTU Belagavi for information
2. The Chairperson BoS in CSE/ISE for UG programs of the university, VTU Belagavi
3. The Registrar (Evaluation) VTU Belagavi for information and needful
4. The Director, ITI SMU, VTU Belagavi for information and arrange for uploading the circular on the VTU web portal
5. The Special Officer QPDS for information and to follow the updated syllabus for question paper setting and ensure during the scrutiny
6. The Special Officer Academic Section for information

[Handwritten Signature]
13/05/24
REGISTRAR
[Handwritten Initials]

BUSINESS STRATEGY			
Course Code	21CB63	CIE Marks	50
Teaching Hours/Week (L:T:P: S)	3:0:0:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03

Course Learning Objectives

- CLO 1. Understand the concept and process of strategic management.
- CLO 2. Expose the students to analyze the internal and external environments of strategic management.
- CLO 3. Get insights of creating and formulation of strategies and implementation of strategies.
- CLO 4. Obtain awareness through different case studies and contemporary business strategies.

Teaching-Learning Process (General Instructions)

These are sample Strategies, which teachers can use to accelerate the attainment of the various course outcomes.

1. Lecturer method (L) need not to be only a traditional lecture method, but alternative effective teaching methods could be adopted to attain the outcomes.
2. Use of Video/Animation to explain functioning of various concepts.
3. Encourage collaborative (Group Learning) Learning in the class.
4. Ask at least three HOT (Higher order Thinking) questions in the class, which promotes critical thinking.
5. Adopt Problem Based Learning (PBL), which fosters students' Analytical skills, develop design thinking skills such as the ability to design, evaluate, generalize, and analyze information.
6. Introduce Topics in manifold representations.
7. Show the different ways to solve the same problem with different circuits/logic and encourage the students to come up with their own creative ways to solve them.
8. Discuss how every concept can be applied to the real world - and when that's possible, it helps improve the students' understanding.

Module-1

Strategic management: Introduction, What is strategic management? The main topics covered in strategy, Core areas of strategic management, Context, content and process, Process: linking the three core areas. (Case Studies are excluded)

A review of theory and practice: Introduction, Prescriptive strategic management in theory and practice, Emergent strategic management in theory and practice, Some prescriptive theories of strategic Management, Some emergent theories of strategic management, The purpose of the organisation: shareholders, stakeholders and 'above average returns'. (Case Studies are excluded)

Textbook: Chapter 1, 2

Teaching-Learning Process	Chalk and talk method / PowerPoint Presentation
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Module-2

Analysing the strategic environment: Introduction, Exploring the competitive environment, Strategic environment - the basics, Degree of turbulence in the environment, Analysing the general environment, Analysing the stages of market growth, Key factors for success in an industry, Analysing the competitive industry environment - the contribution of Porter, Analysing the co-operative environment, Analysing one or more immediate competitors in depth, Analysing the customer and market segmentation. (Case Studies are excluded)

Analysing resources and capabilities: Introduction, Analysing resources and capabilities, Why does an organization possess any resources at all? The make-or-buy decision, Resource analysis and adding value, Adding value: the value chain and the value system - the contribution of Porter, Resource analysis and competitive advantage - the resource-based view (RBV), Identifying which resources and capabilities deliver sustainable competitive advantage Resource and capability analysis - improving competitive advantage, Analysing other important company resources: especially human resources. (Case Studies are excluded)

Textbook: Chapter 3, 4

Teaching-Learning Process	Chalk and talk method / PowerPoint Presentation
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Module-3

Developing business-level strategy options: Introduction, Purpose and the SWOT analysis - the contribution of Andrews, Environment-based options: generic strategies - the contribution of Porter, Environment-based strategic options: the market options matrix, Environment-based strategic options: the expansion method matrix, Resource-based strategic options: the resource-based view, Resource-based strategic options: cost reduction. (Case Studies are excluded)

Developing corporate-level strategy options: Introduction, Corporate-level strategy: the benefits and costs of diversifying, Corporate options: degrees of diversification, Corporate strategy and the role of the centre - the

principle of parenting, Corporate strategy: decisions about the company's diversified portfolio of products, The tools of corporate-level options: from acquisitions to restructuring. (Case Studies are excluded)

Textbook: Chapter 8, 9

Teaching-Learning Process	Chalk and talk method / PowerPoint Presentation
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Module-4

Implementing and controlling the strategic plan: Introduction, The nature and limitations of the implementation process, Objectives, task setting and communicating the strategy, Resource allocation, Information, monitoring and control, The Balance Scorecard: the contribution of Kaplan and Norton, Prescriptive strategic planning. (Case Studies are excluded)

Green strategy and sustainability: Introduction, Green strategy and sustainability: the main topics, Green strategy: environmental analysis, Green strategy: analysing resources and capabilities, Green strategy: stakeholders and organisational purpose, Green strategy: knowledge, technology and innovation, Green strategy: strategic options and choice, Implementing green strategies. (Case Studies are excluded)

Textbook: Chapter 13, 14

Teaching-Learning Process	Chalk and talk method / PowerPoint Presentation
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Module-5

Strategic leadership: Introduction, What is strategic leadership? What makes a successful leader? How leadership roles change over time, How leaders cope with power, Successful strategic leadership. (Case Studies are excluded)

Entrepreneurial strategy: Introduction, Entrepreneurial strategy: theory and practice, Entrepreneurial strategy: personal aspects and risk taking, The four drivers of entrepreneurial strategy: imagination, ideas, invention and innovation, Entrepreneurial strategy: competitive advantage and ownership, Implementing entrepreneurial strategy. (Case Studies are excluded)

Strategy and business models: Introduction, What is a business model? Identifying the elements of the business Model, The benefits and problems of the business model, Strategic management and business models. (Case Studies are excluded)

Textbook: Chapter 16, 17, 20

Teaching-Learning Process	Chalk and talk method / PowerPoint Presentation
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Course Outcomes

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

- CO 1. Explain the role and fundamental concepts of strategic management for business organizations.
- CO 2. Summarize the analysis of strategic environment, resources and capabilities.
- CO 3. Illustrate options to develop business-level and corporate-level strategies.
- CO 4. Develop mechanism for Implementing and controlling the strategic plan.
- CO 5. Demonstrate strategic leadership and entrepreneurial strategy for business modes.

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing mark for the CIE is 40% of the maximum marks (20 marks). A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to each subject/ course if the student secures not less than 35% (18 Marks out of 50) in the semester-end examination (SEE), and a minimum of 40% (40 marks out of 100) in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together

Continuous Internal Evaluation:

Three Unit Tests each of **20 Marks (duration 01 hour)**

1. First test at the end of 5th week of the semester
2. Second test at the end of the 10th week of the semester
3. Third test at the end of the 15th week of the semester

Two assignments each of **10 Marks**

1. First assignment at the end of 4th week of the semester
2. Second assignment at the end of 9th week of the semester

Seminar with a brief write-up (report) on Case studies from the textbook (not limited to) may be planned to attain the COs and POs for **20Marks (duration 01 hours)**

1. At the end of the 13th week of the semester

The sum of three tests, two assignments, and quiz/seminar/group discussion will be out of 100 marks and will be scaled down to 50 marks (to have less stressed CIE, the portion of the syllabus should not be common /repeated for any of the methods of the CIE. Each method of CIE should have a different syllabus portion of the course).

CIE methods /question paper has to be designed to attain the different levels of Bloom's taxonomy as per the outcome defined for the course

Semester End Examination:

Theory SEE will be conducted by University as per the scheduled timetable, with common question papers for the subject (duration 03 hours)

1. The question paper will have ten questions. Each question is set for 20 marks.
2. There will be 2 questions from each module. Each of the two questions under a module (with a maximum of 3 sub-questions), **should have a mix of topics** under that module.
3. The students have to answer 5 full questions, selecting one full question from each module
4. Marks scored shall be proportionally reduced to 50 marks

Suggested Learning Resources:

Textbooks

1. Richard Lynch: Strategic Management, 7th Edition, Pearson, 2015.

Reference:

1. Robert Grant, Peter A. Murray, Stuart Orr, Bella Butler and Pieter-Jan Bezemer: Strategic management essentials, Wiley, 2021.
2. J. David Hunger, Thomas L. Wheelen, ESSENTIALS OF STRATEGIC MANAGEMENT, 5th Edition, prentice Hall (Pearson), 2011.

Weblinks and Video Lectures (e-Resources):

1. <https://archive.nptel.ac.in/courses/110/108/110108047/>

Activity Based Learning (Suggested Activities in Class)/ Practical Based learning

Textbook: Case study (not limited to) 1.1-1.3, 2.1-2.4, 3.1-3.5, 4.1-4.3, 8.1-8.4, 9.1-9.3, 13.1-13.4, 14.1-14.3, 16.1-16.3, 17.1-17.3, 20.1- 20.3.

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