



# Rajeev Gandhi College of Management Studies

## Foundation of Strategy

Semester II

### I> Course Content:

Semester	2
Subject	Foundation of Strategy
Course Code	MMSE209
Credits	2
Duration	30 hours

### Module (Syllabus as per new Syllabus):

Sr. No.	Content	Course Outcome	Activity
1	<b>Introduction to Strategy</b> <ul style="list-style-type: none"> <li>● Definition and importance of strategy</li> </ul> <b>Elements of Strategy</b> <ul style="list-style-type: none"> <li>● Objectives</li> <li>● Culture</li> <li>● Costs</li> <li>● Capabilities</li> </ul> <b>The 4 Ps of Strategy</b>	MMSE209.1 MMSE209.2 MMSE209.3	Interactive Teaching Case Study Elearning
2	<b>Corporate and SBU Strategies</b> <ul style="list-style-type: none"> <li>● Four levers: Scope, Assets, Design, Scale</li> <li>● Three positioning outcomes: Value proposition, bargaining power, cost structure</li> </ul>	MMSE209.2 MMSE209.3 MMSE209.4	Interactive Teaching Expert Lecture Case Study
3	<b>Structural Analysis of Industries</b> <ul style="list-style-type: none"> <li>● Porter's Five Forces Model</li> </ul>	MMSE209.2 MMSE209.3 MMSE209.4	Interactive Teaching Expert Lecture Case Study
4 & 5	<b>Analysing the Firm</b> <ul style="list-style-type: none"> <li>● Value Chain Analysis, Activities as the building blocs of Competitive advantage</li> </ul>	MMSE209.2 MMSE209.3 MMSE209.3	Interactive Teaching Case Study Elearning
6	<b>Strategic Positioning of the Firm</b> <ul style="list-style-type: none"> <li>● Porter's Generic strategies: Cost leadership, differentiation, focus</li> </ul>	MMSE209.4 MMSE209.5	Interactive Teaching Case Study Elearning
7	<b>Resource-Based View of the Firm</b> <ul style="list-style-type: none"> <li>● Resource-Based View (RBV)</li> <li>● VRIS framework</li> <li>● Core competencies</li> </ul>	MMSE209.2 MMSE209.3 MMSE209.4 MMSE209.5	Interactive Teaching Case Study Elearning
8	<b>Business Models</b> <ul style="list-style-type: none"> <li>● Osterwalder and Pigneur Business Model Canvas</li> </ul>	MMSE209.4 MMSE209.5	Interactive Teaching Case Study Elearning

9	<b>Business Ecosystems and Firm Networks</b>	MMSE209.3 MMSE209.4 MMSE209.5	Interactive Teaching Case Study Elearning Group Activity
10	<b>Blue Ocean Strategy</b>	MMSE209.4 MMSE209.5	Interactive Teaching Case Study Elearning Group Activity

## Foundation of Strategy

Sem II

### II> Course Outcomes

<u>Course Code</u>	<u>Course Outcomes</u> Students will be able to....	<u>Cognition</u>
MMSE209.1	Understand principles and frameworks in strategy	UNDERSTAND
MMSE209.2	Apply conceptual framework to business situations	APPLY
MMSE209.3	Analyse business problems & generate alternative solutions	ANALYSE
MMSE209.4	Evaluate different solution to a problem and optimal solution keeping in view the business objectives & resources	EVALUATE
MMSE209.5	Use theories and create a Strategic Plan	CREATE

### Program Outcomes

**PO1:** Apply knowledge of management theories and practices to solve business problems

**PO2:** Foster Analytical and critical thinking abilities for data-based decision making

**PO3:** Ability to develop Value based Leadership ability.

**PO4:** Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

**PO5:** Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

### Text Book

Sr. No.	Books
1.	Strategic Management: A Competitive Advantage Approach, Concepts and Cases, by Fred R. David and Forest R. David: (Indian edition)
2.	Crafting & Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases, 23rd Edition, By Arthur Thompson, Margaret Peteraf, John Gamble and A.Strickland
3.	Competitive Advantage: Creating and Sustaining Superior Performance, Michael E.Porter
4.	Competitive Strategy: Techniques for Analyzing Industries and Competitors" by Michael E. Porter
5.	Resource-based theory: Creating and Sustaining Competitive Advantage, By Jay B.Barney, Delwyn N. Clark · 2007

### Reference Books

Sr. No.	Books
1.	1. Competing on Analytics: The New Science of Winning, by Thomas H. Davenport and Jeanne G. Harris: This book explores how organizations can gain a competitive advantage through data-driven decision-making and analytics.
2.	The Art of Strategy: A Game Theorist's Guide to Success in Business and Life, by Avinash K. Dixit and Barry J. Nalebuff: Dixit and Nalebuff apply game theory

	principles to business strategy, offering practical insights into decision-making, negotiation, and competition
3.	The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail, by Clayton M. Christensen: Christensen discusses disruptive innovation and its impact on established companies, offering insights into how organizations can navigate disruptive change.
4.	Blue Ocean Strategy, Expanded Edition, by Renee A. Mauborgne and W. Chan Kim
5.	Predators and Prey: A New Ecology of Competition, James F. Moore
6.	All the Right Moves: A Guide to Crafting Breakthrough Strategy, Constantinos Markides