

## Strategic Management

**Program/ Semester: MBA/ Fourth Semester**

**Course Title: Strategic Management**

**Course Code: MGT 641**

**Credit Hours: 3**

**Contact Hours: 45**

**Nature: Core**

### Course Objectives

This course aims to familiarize student with the basic concept of strategic management and enable them to formulate, implement, and evaluate strategies for business. The course also aims to develop comprehensive and integrated view of business. The ultimate objective is to develop skill or practical and integrated application of different fields of management in order to make strategic decisions.

### Course Description

Starting from the establishment of the company's direction by preparing mission statement and vision this course will proceed to the identification of opportunities and threats emerging from the external environment and assessment of strength and weaknesses arising from the internal environmental forces. Development of tools needed to match opportunities and threat with strength and weaknesses will be the next step. Concept of removing possible hurdles in the implementation of his strategies will be followed by the discussion on the implementation of strategy. Finally issues related to strategic evaluation and control will be discussed.

### Learning Outcomes

Upon successful completion of the course, students will be able to:

- Apply strategies and analyze the role of strategists in the business policy of an organization
- Formulate strategic policy plans to take decisions in business-related problems
- Analyze the internal and external environment of business for the purpose of effective strategic planning.
- Evaluate various strategies to develop effective strategies for an organization.
- Devise and implement strategic approaches to manage a business successfully in a global context

### Course Contents

In line with the contemporary focus of the course, the following issues or topics have been selected. Each issue or topic will be explored in relation to existing literature, its relevance and practices in the Nepalese context.

#### Unit 1: Introduction to Strategic Management

**LH 6**

Concept and Nature of Strategic Management; Evolution of strategic management; Importance of Strategic Management; Characteristics and importance of strategic decisions; Levels of strategy: corporate, business and functional level; Strategic Management Process; Current trends in strategic management, Ethical and social considerations of strategic management.

#### Unit 2: Company Direction

**LH 3**

Strategic vision: concept, characteristics and importance of strategic vision; Mission: concept, characteristics and importance of mission; Objective: concept, components and levels of objective.

#### Unit 3: External Environmental Analysis

**LH 6**

Concept and nature of Business Environment; Components of the Business Environment; Environmental Analysis: Process and Techniques of Environment Analysis: Scenario Planning: Features and Process of Scenario Planning; PESTEL Analysis; Environmental Threat and Opportunity Profile (ETOP), Industry and Competitive Analysis; Strategic group

mapping.

**Unit 4: Internal Environmental Analysis**

**LH 6**

Concept of corporate appraisal; Corporate resource analysis for strengths and weaknesses; The resource-based view of an organization: VRIO framework; Types of resources: available resources, threshold resources and unique resource, core competencies, distinctive competencies, strategic advantage and competitive advantage; Techniques of internal analysis: Value chain analysis; Benchmarking; Strategic Advantage Profile (SAP).

**Unit 5: Strategic Options and Choice Techniques**

**LH 10**

Concept of Strategic Options: SWOT analysis concept and Components, Strategic Options through SWOT Analysis, Importance of SWOT Analysis; Corporate strategies: Strategic Alternative at the corporate level (stability, growth, and retrenchment strategy); Business level strategy (Porter's competitive strategy, strategy clock oriented market-based strategies); Corporate Level Analytical Tool; Boston Consultancy Group (BCG Matrix): The General Electrics (GE) –Mc Kinsey Matrix: Choice of Functional Strategy and Policies.

**Unit 6: Strategy Implementation**

**LH 10**

Concept of strategy implementation; Operationalization of strategy (objectives, functional planning, development of programs, budgets and procedure) for strategy implementation; Managing conflict; Matching strategy with structure; Restructuring and Reengineering; Linking performance and pay to strategies; Managing resistance to change; Creating a Strategy Support Culture; Strategy Evaluation and Control; Mc Kinsey's 7 S Framework.

**Unit 7: Strategy Evaluation and Control**

**LH 4**

Strategy evaluation and control: concept of evaluation and control, Process of Evaluation and Control, Types of strategy control; Characteristics of an effective evaluation and control; Difference between Strategy Evaluation and Control; Guidelines for proper evaluation and control.

**Prescribed textbooks:**

Arthur, A. Thompson, and A. J. Strickland, III (2004). *Strategic management*. New Delhi: Tata .McGraw-Hill Publishing Company Ltd.

Jaunch, L., Gupta, R. &Gueck, W.( ). *Business policy and strategic management*. New Delhi: Frank Bros. and Company Limited.

Kazmi, A. (2010). *Strategic Management and Business Policy*. New Delhi: Tata McGraw EducationPvt. Ltd.

**Suggested references:**

Aswathappa, K. (2017). *Business environment for strategic management*. Himalaya Publishing House.

David, Fred R. (2011). *Strategic management: concepts and cases, 13th ed.* (13th). New Jersey: Pearson Education Inc.

Johnson, G. & Scholas, K.( ). *Exploring corporate strategy*. New Delhi: Prentice Hall of India.

Pearce, J. A. II and Robinson, R. B. Jr. (1996). *Strategic management: Strategy formulation and implementation*. New Delhi: AITBS Publishers and Distributors.

Rao, P. S.( ). *Business policy and strategic management*. Mumbai: Himalaya Publishing House

Wheelen, Thomas L. (2017). *Concepts in Strategic Management and business policy: Globalization*. Pearson Education Limited

## **Business Plan for New Venture Development - Seminar**

**Program/Semester:** *MBA/Fourth Semester*

**Course Title:** Business Plan for New Venture Development - Seminar

**Course Code:** *ENT 642*

**Credit Hour:** *1*

**Nature:** *Core*

### **Course Objectives**

This seminar intends to help students learn to develop the major components of a comprehensive and effective business plan for new venture development by using a step-by-step process. The seminar will also help students explore their business concepts and then build the framework for a successful venture.

### **Course Description**

This seminar is designed to discuss and practically learn the skills of preparing effective business plans for new business development. The major business plan seminars will, therefore, be tied together in a concise and user-friendly format. The seminars will be designed to educate students on business foundations, marketing, operations and financial planning. Each segment builds on lessons learned in the previous seminars. Students will be encouraged to work on their plan as they progress through the seminar. Each seminar will allow the participant to capture their thoughts in a downloadable business plan outline that will form the basis or the final plan.

The seminar will begin with a discussion of business concepts and models and learning of research techniques and follow the development of a strategic marketing plan. Presentation of the basic market planning components is followed by a discussion of the operational and logistical aspects of the business. Finally, students will be challenged to think hard about the financial requirements of getting the business running. To help students improve as business plan developers, each student will receive feedback from fellow students and the instructor.

### **Learning Outcomes**

After the completion of this seminar, students should be able to:

- Grasp the significance of preparing concise and user-friendly business plans.
- Practically develop the business model of proposed venture.
- Design and draw the business model of proposed venture.
- Carry out market research and develop marketing plan for new venture.
- Develop operational and financial requirement strategies for proposed new venture.
- Demonstrate the ability to prepare effective business plans for new venture development.
- Effectively organize seminars and present papers on topics of their choice on seminars.

### **Course Contents**

The seminar focuses on the following key components of a comprehensive and user-friendly business development based on the existing literature, their relevance and applications in practice:

- Overview of entrepreneurial business plan and its key elements for new business development
- Business concept
- Business model
- Marketing research, marketing plans and strategies for new business
- Management and operations of new business
- Financial requirement analysis and forecasting
- Marketing, technical and financial feasibility analysis
- Presentation of a comprehensive business plan

### **Required Textbooks and Materials**

## **Taxation and Tax Planning in Nepal - Workshop**

***Program/Semester: MBA/Fourth Semester***

***Course Title: Taxation and Tax Planning - Workshop***

***Course Code: ENT 642***

***Credit Hour: 1***

***Nature: Core***

### **Course Objectives**

The main objective of this course is to provide students with knowledge of the principles and practices of tax laws, different types of taxes, and the scope of tax planning in Nepal.

### **Course Contents**

After participation in the workshop, students should be able to:

- Understand basic concepts and classification of taxes,
- Understand income tax laws and practices in Nepal,
- Describe tax players; natural person and entity, residential and non-residential, single and couple,
- Calculate tax deduction at source (TDS), advance tax assessment, excess tax, and outstanding tax,
- Use permanent account number (PAN and E-PAN),
- Explain tax exemptions, concessions, deduction, tax rates, tax credit and set off loss,
- Double tax avoidable agreement (DTAA), foreign tax credit,
- Assess income tax for income from business, income from employment and income from other sources,
- Describe the concepts of value added tax (VAT), custom duty and excise duty,
- Scope of Tax Planning in Nepal.