

MGT 412 Strategic Management BBA, 8th Semester

Course Objectives

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

Course Description

Starting from the establishment of a 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 strengths and weaknesses arising from the internal environmental forces. Development of tools needed to match opportunities and threats with strengths and weaknesses will be the next step. Concepts of removing possible hurdles in the implementation of strategy will be followed by the discussion on the implementation of strategy. Finally, issues related to strategic evaluation and control will be discussed.

Course Outcomes

Upon completion of this course, students should be able to:

- Establish and evaluate mission statement, long term objective, vision, and short term plan for the business;
- Analyze the external and internal environment and identify opportunities, threats, strengths, and weaknesses of the firm and thereby formulate appropriate strategies for business;
- Plan pre-implementation and implementation phase; and
- Monitor and evaluate implemented strategies.

Course Contents

Unit I: Introduction

4 hours

Meaning of strategy and strategic management; Strategic Management Model; Characteristics of strategic management; Formality in strategic management.

Unit II: Company Direction

3 hours

Mission and mission statement; Vision; Strategic intent; Strategic objective vs. Financial objective; Policies; Long term and short term objectives.

Unit III: External Environment Analysis

10 hours

PEST analysis - political, legal, economic, socio-cultural, technological, ecological, and international environment analysis framework (individualism vs. collectivism, totalitarian system vs. democracy, common law vs. civil law system; Determinants of culture; State of technological stage; Impact of ecological and international factors); Industry and competitive analysis - Porter's five force model; Strategic group mapping; Monitoring competition.

Unit IV: Internal Analysis**5 hours**

Resource to competitive advantage pyramid; Internal analysis approaches - value chain; functional approach; and Resource based view (RBV); Benchmarking.

Unit V: Strategic Options and Choice Techniques**10 hours**

Porter's generic strategies: Cost leadership, Differentiation, Grand Strategies (concentration, market development, growth and expansion, product development, innovation, vertical and horizontal integration, concentric and conglomerate diversification, retrenchment/turnaround, divestiture, liquidation, bankruptcy, joint venture, and strategic alliance); Corporate level analytical tools - BCG and GE nine cell matrices; Business level analytical tools - grand strategy selection matrix and grand strategy cluster.

Unit VII: Strategic Implementation**11 hours**

Concept and steps of strategy implementation, Operationalisation of strategies: Annual objectives; functional planning (Finance, Marketing, Human Resource, R&D, Production Operations, MIS and General Management); Communications, Guidelines and policies, Institutionalization: structure, types, matching structure with strategy; Resource allocation and budgeting and role of leadership in strategy implementation.

Unit VII: Strategic Evaluation and Control**5 hours**

Difference between strategic and operational control; Strategic control tools - premise control, strategic surveillance, implementation control, and special alert.

Basic Texts

1. Pearce, J. A., Robinson, R. B., & Mital, *Strategic Management: Formulation, Implementation, and Control*. New Delhi: Tata McGraw Hill.
2. Hitt, M. A., Ireland, R. D., Hoskisson, R. E., & Manikuttly, S. *Strategic Management: A South-Asian Perspective*. New Delhi: Cengage Learning.

References

1. Dess, G. G., Lumpkin, G. T., & Eisner, A. B. *Strategic Management: Text and Cases*. New Delhi: Tata McGraw Hill.
2. Thomson, A., & Strickland, *Strategic Management*. New Delhi: Tata McGraw Hill.
3. Relevant journal articles and cases.

MGT 313 Introduction to International Business
BBA, 8th Semester

Course Objectives

This course provides an overview of the importance of international business and trade in the global economy, explores the factors and environment that influence success in international markets, and familiarizes students with the basic terminologies, key concepts and issues unique to the subject. Students will learn about the techniques and strategies associated with different dimensions of marketing, financial management, and human resource management which arise in an international business context.

Course Description

This is a broad-based introductory course organized around three main modules: 1) the external environment of international business, 2) international business strategy, and 3) international business operations. This course provides students the opportunity to explore the international business environment and understand internationalization strategies, modes of entry, strategic and organizational issues, and the operational decisions facing managers of companies that operate beyond their domestic market.

Course Outcomes

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

- Define key international business terms and concepts;
- Analyze the business environment of a foreign market and identify the business Opportunities;
- Understand some of the complexities of doing business in foreign markets;
- Discuss the different types of economic, political, and legal systems and their impact on business;
- Compare and contrast major trade theories and trade policies and their effect on business
- Discuss international exchange rates and their effects on global business; and
- Critically analyze the opportunities and risks associated with international business activities.

Course Contents

Unit I: Globalization and International Business

5 hours

Concepts of globalization and international business; Factors affecting globalization; Reasons for international business expansion; Drivers of market globalization; Domestic vs international business.

Unit II: Theories of International Trade and Investment

10 hours

Theory of Mercantilism, Theory of Absolute Advantage, Theory of Comparative Advantage, Factor Endowment Theory, Product Life-Cycle Theory, Theory of Competitive Advantage; Theories of Foreign direct investment; Implications of international trade and investment theories; Contemporary issues of international trade.

Unit III: Global Business Environment**12 hours**

Political and legal systems; Actors in political and legal systems; Political risks; e-commerce and intellectual property rights; Government interventions and investment barriers; Cultural environment – concept, why culture matters in international business?; Regional economic integration – types, leading economic blocs; Emerging foreign markets; The changing demographics of the global economy; International monetary and financial environment – currencies and exchange rate systems; The floating exchange rate system.; Modes of payment in international trade; Global financial system; International economic institutions; WTO and free trade policies.

Unit IV: International Strategic Management**9 hours**

Strategy and opportunity assessment; Role of strategy in international business; Estimating market potential; Choosing a strategy; Entering and operating in international markets – exporting and importing, collaborative ventures and strategic alliances, licensing, franchising; Global outsourcing; MNCs and Foreign Direct Investment (FDI) in the world economy – concept, types and trends.

Unit V: Functional Areas of International Business**12 hours**

Global production, outsourcing and logistics – managing global supply chain; Global marketing strategy – global branding, product development, pricing, communications, and distribution strategies; Global e-marketing strategy; Financial management – sources of funds for international operations: Investment decisions; Tax practices; Currency risk management; International human resource management – staffing policy, diversity management, labour relations, preparing employees for repatriation.

Basic Texts

1. Hill, C. W. L., & Jain, A. K. *International Business: Competing in the Global Marketplace*. New Delhi: Tata McGraw Hill.
2. Hill, J. S. *International Business: Managing Globalization*. New Delhi: Sage Publications.

References

1. Sitkin, A., & Brown, N. *International Business: Challenges and Choice*. New Delhi: Oxford University Press.
2. Sthapit, A. *International Business: Text and Cases*. Kathmandu: Taleju Prakashan.
3. Shenkar, O., & Luo, Y. *International Business*. New Delhi: Wiley Publications.
4. Gautam, M. P. *International Business: System, Environments and Management*. Kathmandu: Buddha Publications.
5. Peng, M. W. *Global Business*. New Delhi: Cengage Learning.
6. Joshi, R. M. *International Business*. New Delhi: Oxford University Press.

**MIS 301 Essential of E-Business
BBA, 8th Semester**

Course Objectives

This course is designed with the objective of defining the nature and scope of e-business technologies along with a brief history of their development and implementation. The course familiarizes students with the way e-business technologies can be applied within business firms. This subject considers the organizational dimension of e-business implementation in order to reflect the likely nature of future challenges and opportunities.

Course Description

First, this course introduces students to the fundamental concepts, philosophies and trends that provide the context of E-business and E-Commerce. Students will then be better able to understand and apply, with confidence, the technical and theoretical knowledge that will be learned in later sections. Additionally, students are required to prepare a report on E-Business Plan and present it for class-room discussion.

Course Outcomes

After going through this course, students should be able to:

- Define the nature and explore the scope and economic and social impact of e-business technologies;
- Critically assess the potential for efficiency gains and growth in consumer power from e-business technologies;
- Understand the role of technology in e-business and trace its evolution;
- Assess the likely consequences of e-business technologies for change at the societal level;
- Understand the concept and role of digital marketing and e-payment systems;
- Gain awareness of the nature and scale of challenges in the business environment that will affect the future development of e-business.

Course Contents

Unit I: Introduction

7 hours

Concept of e-business; Nature, scope, and impact of e-business; Difference between e-business and e-commerce; History and development of e-business; Advantages of e-business; Business models for e-products and e-services; Contribution of e-business to economic growth, market, competitiveness, and productivity.

Unit II: Technologies in e-business

8 hours

Introduction; e-business technologies - hardware, e-business software applications, internet and World Wide Web; Database management system; e-business security; Online payment technology; IT/IS evaluation and e-business; Social consequences of e-business technologies.

Unit III: Digital Marketing

7 hours

Concept; Effects of e-business technologies on marketing strategy, customer retention and e-CRM; Measuring the extent of digital marketing activity; Market analysis; Digital marketing tools; Viral marketing.

Unit IV: E-Business and Operations management

6 hours

Difference between purchase and procurement; Market solutions - sell-side, buy-side, and market place; Integration of product catalogue; Procurement service providing.

Unit V: E-Contracting

4 hours

Concept of generic services - information, negotiation, archiving, enforcement, reconciliation; Structure of a contract; Digital signature; Legal affairs.

Unit VI: Online Distribution

5 hours

Components of a distribution system; Characterization of online distribution; hybrid distribution networks; Model for electronic software distribution.

Unit VII: E-Payment System

7 hours

Characteristics of payment system; Classification of payment systems - E-cash, E-check, overview of smart card; Applications of IPsec.

Unit VIII: E-Business Plan Development

4 hours

Students must develop an E-Business Plan; The business plan must incorporate IT-features that would address complete requirements to run a specified business.

Basic Texts

1. Jonathan R. J. *E-Business A management perspective*. New Delhi: Oxford University Press.
2. Chan, H., Lee, R. Dillon, T., & Chang, E. *E-Commerce: Fundamentals and Applications*. New Delhi: John Wiley & Sons.

References

1. Kulkarni, P., Jahirabadkar, S. & Chande, P. *E-Business*. New Delhi: Oxford University Press.
2. O'Brien, J. A., Marakas, G. M., & Behl, R. *Management Information Systems*. New Delhi: Tata McGraw Hill.
3. Rajaraman, V. *Introduction to Information Technology*. New Delhi: Prentice Hall of India.