

B.A(VS) Micro Small and Medium Enterprises

Semester VII

Discipline Specific Core - (DSC 7.1)

Strategic Management in MSMEs

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Prerequisite of the course (if any)
		Lecture	Tutorial	Practical/Practice		
DSC 7.1 Strategic Management in MSMEs	4	3	1	-		NONE

Course Objectives:

The objective of this course is to equip learners with the strategic management skills necessary to drive growth, innovation, and competitiveness in Micro, Small, and Medium Enterprises (MSMEs). Participants will learn to analyze internal and external environments, formulate effective business strategies, and implement decision-making processes suited to the unique challenges faced by MSMEs. The course aims to develop critical thinking, strategic planning, leadership, and resource optimization abilities to ensure sustainable business success in dynamic markets.

Learning Outcomes:

Understand the strategic management process and its relevance to the growth and sustainability of MSMEs.

Analyze the internal and external business environments to identify opportunities, threats, strengths, and weaknesses specific to MSMEs.

Develop strategic plans that align with the vision, mission, and goals of MSMEs.

Apply strategic tools and frameworks (e.g., SWOT, PESTLE, Porter's Five Forces) to real-world MSME scenarios.

Formulate competitive and growth strategies tailored to the resource constraints and market dynamics of MSMEs.

Evaluate innovation, digital transformation, and technology adoption strategies within MSMEs.

- Manage strategic change and organizational development processes in MSMEs to improve performance and resilience.
- Critically assess financial, operational, and market strategies to optimize resource use and value creation in MSMEs.
- Demonstrate leadership, negotiation, and decision-making skills essential for implementing strategic initiatives in small and medium enterprises.
- Design sustainability and risk management strategies to enhance long-term competitiveness of MSMEs.

Unit I: Introduction to Business policy & Strategy (10 Hours)

Nature & importance of business policy & strategy; Introduction to Strategic Management in SMEs; Meaning and Importance of Strategy and Strategic Management; Characteristics of SMEs and Their Strategic Needs; Differences in Strategic Approaches: SMEs VS Large Corporations; Strategic Roles of Entrepreneurs and SME Managers; The Strategic Planning Process for SMEs
Case Study: How Startups Become Successful SMEs

Unit II: Environmental and Internal Analysis for SMEs (11 Hours)

Understanding the SME Business Environment: PESTEL Analysis for SMEs: Industry and Competitor Analysis (Porter's Five Forces): Internal Analysis; Resource-Based View (RBV) of SMEs; VRIO Framework: Assessing SME Strengths and Weaknesses; SWOT Analysis: Practical Applications for SMEs; Strategic Tools for SMEs (e.g., BCG Matrix, Value Chain Analysis).

UNIT 3: Strategy Formulation and Implementation for SMEs(12 Hours)

Types of Strategies: Growth Strategies: Market Penetration, Market Development, Product Development, Diversification; Competitive Strategies: Cost Leadership, Differentiation, Focus; Innovation and Strategic Entrepreneurship in SMEs; Strategic Alliances, Partnerships, and Networking; Challenges in Strategy Implementation; Managing Change in SMEs

UNIT 4: Sustainability, Scaling, and Strategic Control (12 Hours)

Sustainable Competitive Advantage in SMEs; Strategic Scaling: When and How to Grow; Globalization Strategies for SMEs: Entering International Markets; Digital Transformation and Technology Adoption in SMEs; Monitoring, Evaluating, and Controlling Strategy; Balanced Scorecard and Other SME-Friendly Performance Tools; Ethical and Social Responsibility Issues in SME Strategy.

Practical Activities:

- Select any three MSMEs and analyze their mission and vision statements and discuss how well they reflect the company's strategic intent.
 - Choose anyone MSME and perform Porter's Five Forces analysis and Value Chain analysis.
 - Use BCG or GE matrix to analyze the product portfolio of a diversified company and present strategic choices based on matrix positions.
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- Suggestive Readings
 - Strategic Management: Concepts and Cases" – Fred R. David & Forest R. David
 - "Strategic Management for Small and Medium Enterprises" – Murat Akpinar (Specifically focuses on the strategic management process in the context of SMEs.)
 - Small Business Management: Launching and Growing Entrepreneurial Ventures" – Justin G. Longenecker, J. William Petty, Leslie E. Palich, and Frank Hoy
 - The Strategy Process: Concepts, Contexts, and Cases" – Henry Mintzberg, Joseph Lampel, James Brian Quinn, and Sumantra Ghoshal
 - Pearce, J.A. & Robinson, R.B. (2013). Strategic Management :Formulation Implementation and Control. McGraw Hill Education (12TH ed.)
 - Kazmi, A. (2008). Strategic Management and Business Policy. McGraw Hill Education
 - "Strategic Management for Small and Medium Enterprises" by C. R. Christensen
 - "Small Business Management: Launching and Growing Entrepreneurial Ventures" by Longenecker, Petty, Palich, Hoy
 - OECD Reports on SMEs and Entrepreneurship
 - "MSME Report" – Ministry of MSME, Government of India (latest year)
 - "Entrepreneurship and Small Business Management" – Steve Mariotti & Caroline Glackin
 - Elizabeth Verkey (2021)