



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3rd Semester

Subject Name: Strategic Management (SM)

Subject Code: 4539201

With effective
from academic
year 2018-19

1. Learning Outcomes:

| Learning Outcome Component | Learning Outcome |
|---|--|
| Business Environment and Domain Knowledge (BEDK) | <ul style="list-style-type: none"> Develop skills to analyze the internal and external environment of a business, for the purpose of strategizing. |
| Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI) | <ul style="list-style-type: none"> Develop critical analytical skills using the tools of strategic management. |
| Global Exposure and Cross-Cultural Understanding (GECCU) | <ul style="list-style-type: none"> Devise strategic approaches to managing businesses in a globally dynamic context |
| Social Responsiveness and Ethics (SRE) | <ul style="list-style-type: none"> Understand the importance of organizational dynamics in strategic decision making keeping in mind ethics and CSR Sensitize the students the significance of ethics in strategic decision making along with its impact on society as the stakeholders Making strategies which are comprehensive and covers not only financial perspective but also covers benefits to society as a whole. |
| Effective Communication (EC) | <ul style="list-style-type: none"> Understand the significance of communication in strategic decision making. Helps managers to effectively communicate about company's vision, mission and strategies internally and externally. |
| Leadership and Teamwork (LT) | <ul style="list-style-type: none"> To understand the significance and role of strategic leaders in facilitating team work for effective strategy implementation Helps to manage the company in most effective manner. |

2. Course Duration: The course duration is of **40 sessions of 60 minutes each.**

3. Course Contents:

| Module No: | Contents | No. of Sessions | 70 Marks (External Evaluation) |
|------------|---|-----------------|--------------------------------|
| I | <p>Strategic Management: An Introduction:</p> <ul style="list-style-type: none"> Stakeholders in Business The I/O Model and Resource-based Model of Above Average Return Vision, Mission and Purpose; Strategic Intent Emergent Strategy Business Model and Strategy <p>Environmental Analysis:</p> <ul style="list-style-type: none"> External and Industry Environmental Analysis using PEST and Porter's Five-Force Model Understanding concepts such as Key Success Factors; Driving Forces | 10 | 18 |



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| | <ul style="list-style-type: none"> Strategic Groups | | |
| II | <p>Internal Analysis:</p> <ul style="list-style-type: none"> Concept of Value Chain SWOT Analysis Resources, Capabilities and Competencies; Dynamic Capabilities Core Competence of Organizations Competitive Advantage and Sustainable Competitive Advantage <p>Strategy Formulation:</p> <ul style="list-style-type: none"> Strategy formulation at Business levels, Diversification | 10 | 18 |
| III | <p>Strategy Formulation at Corporate Level:</p> <ul style="list-style-type: none"> Strategic Alliance and Joint Ventures, Cooperative Strategies Acquisitions and Restructuring Global Strategy, International Corporate-level and Business-level Strategies. BCG Matrix, GE Matrix, McKinsey 7s | 10 | 17 |
| IV | <p>Nuances of Strategy Implementation:</p> <ul style="list-style-type: none"> Structure and Controls Corporate Social Responsibility and Sustainability Triple Bottom Line (TBL) approach Strategic Leadership Balanced Scorecard <p>Contemporary Topics in Strategy:</p> <ul style="list-style-type: none"> Management of Change through VUCA Strategic and Corporate Entrepreneurship Blue Ocean Strategy, Blue Ocean Shift Innovation: Grassroots, Jugaad | 10 | 17 |
| V | <p>Practical: A project report on Industry and Company comprehensive analysis based on General, Industry, Competitor and Internal Environment, SWOT summary and Implementation. It can be done as a group project which should also include suggestions based on problem identification and solution/s (alternatives).</p> | --- | (30 marks CEC) |

4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

Evaluation:

Students shall be evaluated on the following components:

| | | |
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| A | Internal Evaluation | (Internal Assessment- 50 Marks) |
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| | <ul style="list-style-type: none"> • Continuous Evaluation Component | 30 marks |
| | <ul style="list-style-type: none"> • Class Presence & Participation | 10 marks |
| | <ul style="list-style-type: none"> • Quiz | 10 marks |
| B | Mid-Semester examination | (Internal Assessment-30 Marks) |
| C | End –Semester Examination | (External Assessment-70 Marks) |

5. Reference Books:

| No. | Author | Name of the Book | Publisher | Year of Publication / Edition |
|-----|---|--|-----------------------|-------------------------------|
| 1 | Michael Hitt, Robert E. Hoskisson, R. Duane Ireland, S. Manikutty | Strategic Management: A South-Asian Perspective | Cengage Learning | 2016 / 9 th |
| 2 | Arthur A. Thompson, A. J. Strickland, John E. Gamble and Arun K. Jain | Crafting and Executing Strategy: The Quest for Competitive Advantage: Concept and Cases | McGraw Hill | 2014 / 19 th |
| 3 | Robert Grant | Contemporary Strategic Analysis: Text and Cases | Wiley India Pvt. Ltd. | 2015 / 8 th |
| 4 | Michael Porter | Competitive Advantage: Creating and Sustaining Superior Performance | Free Press | Latest Edition |
| 5 | W. Chan Kim and Renee Mauborgne | Blue Ocean Shift: Beyond Competing - Proven Steps to Inspire Confidence and Seize New Growth | Macmillan | 2017 |
| 6 | Azhar Kazmi | Strategic Management and Business Policy | McGraw Hill | 2015 / 4 th |
| 7 | Gerry Johnson, Kevan Scholes and Ricard Whittington | Exploring Corporate Strategy: Text and Cases | Pearson | 2007 / 8 th |
| 8 | Gerry Johnson, Ricard Whittington, Kevan Scholes, Duncan Angwin, Patrick Regner | Exploring Strategy | Pearson | 2017 / 11 th |
| 8 | Anil K. Gupta | Grassroots Innovation: Minds On The Margin Are Not Marginal Minds | Random Business | 2016 |
| 9 | Henry, Mintzberg, Joseph Lampel, Bruce Ahlstrand | Strategy Safari | Free Press, New York. | 2005 |
| 10 | Gary, Hamel, C.K. Prahalad | Competing for the Future | HBR Press | 1995 |
| 11 | Navi Radjou, Jaideep Prabhu, Simone Ahuja | Jugaad Innovation | Random Business | 2012 |



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| 12 | Oliver Mack, Anshuman Khare, Andreas Kramer, Thomas Burgatz | Managing in a VUCA World | Springer | 2015 |
|----|---|--------------------------|----------|------|

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

6. List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

1. Strategic Management Journal
2. Harvard Business Review
3. Vikalpa – A Journal for Decision Makers
4. Management Review
5. Business Standard/Economic Times/Financial Times/ Financial Express
6. <https://www.strategicmanagementinsight.com/>
7. <https://www.blueoceanstrategy.com/>
8. <https://www.huffingtonpost.in/>
9. www.businessinsider.com/
10. <https://www.mckinsey.com/.../strategy-and.../the-strategy-and-corporate-finance-blog>
11. <http://www.mintzberg.org/>
12. VUCA -<https://hbr.org/2014/01/what-vuca-really-means-for-you>