



**1. Learning Outcomes:**

Learning Outcome Component	Learning Outcome (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> <li>• <i>Demonstrate</i> an understanding of the strategic management process, formulation of strategy and issues related with successful implementation of strategy formed.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Evaluate</i> and <i>explain</i> sociocultural, technological, ecological, economic, political, legal, and ethical factors influencing a given business.</li> <li>• <i>Analyze</i> and discuss the relative competitive rivalry in a given industry.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Explain</i> national competitive advantage; i.e., country advantages in the cost and quality of the factors of production, the local demand conditions, the presence of suppliers and related industries, and the intensity of rivalry of companies within a specific nation.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• Critically <i>analyze</i> ethical issues in strategic management, including manipulation of financial information, concealing quality and safety issues, self-enrichment at the expense of the company, anticompetitive behavior, and exploitation of employees, fraud, and willful pollution of the environment.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Evaluate</i> an organization’s communication of its strategy for given a scenario.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Evaluate</i> a manager’s strategic leadership skills given a scenario and make recommendations for improvement.</li> </ul>

**LO – PO Mapping: Correlation Levels:**

1 = Slight (Low); 2 = Moderate (Medium); 3 = Substantial (High), “-“= no correlation

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Demonstrate</i> an understanding of the strategic management process, formulation of strategy and issues related with successful implementation of strategy formed.	3	2	-	-	-	2	-	2	2
LO2: <i>Evaluate</i> and <i>explain</i> sociocultural, technological, ecological, economic, political, legal, and ethical factors influencing a given business.	2	2	3	2	1	1	1	2	2
LO3: <i>Analyze</i> and <i>discuss</i> the relative competitive rivalry in a given industry.	1	2	3	1	-	2	-	2	1



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LO4: <i>Explain</i> national competitive advantage; i.e., country advantages in the cost and quality of the factors of production, the local demand conditions, the presence of suppliers and related industries, and the intensity of rivalry of companies within a specific nation.	2	-	1	2	3	1	1	1	1
LO5: Critically <i>analyze</i> ethical issues in strategic management, including manipulation of financial information, concealing quality and safety issues, self-enrichment at the expense of the company, anticompetitive behavior, and exploitation of employees, fraud, and willful pollution of the environment.	3	2	1	-	-	1	3	-	-
LO6: <i>Evaluate</i> an organization's communication of its strategy for given a scenario.	-	3	1	3	-	-	1	1	1
LO7: <i>Evaluate</i> a manager's strategic leadership skills given a scenario and make recommendations for improvement.	-	1	2	3	-	3	1	1	1

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

**3. Course Contents:**

<b>Module No:</b>	<b>Contents</b>	<b>No. of Sessions</b>	<b>70 Marks (External Evaluation)</b>
<b>I</b>	<p><b>Strategic Management: An Introduction:</b></p> <ul style="list-style-type: none"> <li>• Stakeholders in Business</li> <li>• The I/O Model and</li> <li>• Resource-based Model of Above Average Return</li> <li>• Vision, Mission and Purpose; Strategic Intent</li> <li>• Emergent Strategy</li> <li>• Business Model and Strategy</li> </ul> <p><b>Environmental Analysis:</b></p>	10	18



	<ul style="list-style-type: none"> <li>External and Industry Environmental Analysis using PEST and Porter's Five-Force Model</li> <li>Understanding concepts such as Key Success Factors; Driving Forces</li> <li>Strategic Groups</li> </ul>		
II	<p><b>Internal Analysis:</b></p> <ul style="list-style-type: none"> <li>Concept of Value Chain</li> <li>SWOT Analysis</li> <li>Resources, Capabilities and Competencies; Dynamic Capabilities</li> <li>Core Competence of Organizations</li> <li>Competitive Advantage and Sustainable Competitive Advantage</li> </ul> <p><b>Strategy Formulation:</b></p> <ul style="list-style-type: none"> <li>Strategy formulation at Business levels, Diversification</li> </ul>	10	18
III	<p><b>Strategy Formulation at Corporate Level:</b></p> <ul style="list-style-type: none"> <li>Strategic Alliance and Joint Ventures, Cooperative Strategies</li> <li>Acquisitions and Restructuring</li> <li>Global Strategy, International Corporate-level and Business-level Strategies.</li> <li>BCG Matrix, GE Matrix, McKinsey 7s</li> </ul>	10	17
IV	<p><b>Nuances of Strategy Implementation:</b></p> <ul style="list-style-type: none"> <li>Structure and Controls</li> <li>Corporate Social Responsibility and Sustainability</li> <li>Triple Bottom Line (TBL) approach</li> <li>Strategic Leadership</li> <li>Balanced Scorecard</li> </ul> <p><b>Contemporary Topics in Strategy:</b></p> <ul style="list-style-type: none"> <li>Management of Change through VUCA</li> <li>Strategic and Corporate Entrepreneurship</li> <li>Blue Ocean Strategy, Blue Ocean Shift</li> <li>Innovation: Grassroots, Jugaad</li> </ul>	10	17
V	<p><b>Practical:</b></p> <p>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



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- Practical / live assignment
- Interactive class room discussions

**Evaluation:**

Students shall be evaluated on the following components:

<b>A</b>	<b>Internal Evaluation</b>	<b>(Internal Assessment- 50 Marks)</b>
	• Continuous Evaluation Component	30 marks
	• Class Presence & Participation	10 marks
	• Quiz	10 marks
<b>B</b>	<b>Mid-Semester examination</b>	<b>(Internal Assessment-30 Marks)</b>
<b>C</b>	<b>End –Semester Examination</b>	<b>(External Assessment-70 Marks)</b>

**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 <sup>th</sup>
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 <sup>th</sup>
3	Robert Grant	Contemporary Strategic Analysis: Text and Cases	Wiley India Pvt. Ltd.	2015 / 8 <sup>th</sup>
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 <sup>th</sup>
7	Gerry Johnson, Kevan Scholes and Ricard Whittington	Exploring Corporate Strategy: Text and Cases	Pearson	2007 / 8 <sup>th</sup>
8	Gerry Johnson, Ricard Whittington, Kevan Scholes, Duncan Angwin, Patrick Regner	Exploring Strategy	Pearson	2017 / 11 <sup>th</sup>
8	Anil K. Gupta	Grassroots Innovation: Minds On The Margin	Random Business	2016



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		Are Not Marginal Minds		
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
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/](http://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>