



GUJARAT TECHNOLOGICAL UNIVERSITY

Programme: Master of Business Administration

Semester: 3

Branch: International Business

Subject Name: Global Strategic Management

Subject Code: 2539301

Rationale:

Global Strategic Management is highly relevant in today's globalized world. Businesses are increasingly expanding their operations across borders, and students need to understand the complexities and challenges associated with managing organizations in different cultural, economic, and regulatory contexts. This course focuses on real-world case studies and practical applications. Students learn how to apply strategic management concepts in a global context, making them better prepared to tackle the complexities and uncertainties of the global business environment. Offering global strategic management as a subject is rational because it provides students with the knowledge, skills, and perspectives necessary to navigate the complexities of the global business environment and prepares them for successful careers in international business and management.

Course Scheme:

Teaching Scheme			Credits	Examination Marks				Total Marks
L	T	P		Theory		Practical		
				ESE (E)	PA(M)	ESE (V)	PA (I)	
4	0	0	4	70	30	0	50	150

Course Outcomes:

Students shall be able to –

Sr. No.	Course Outcomes
CO1	<i>Understand</i> the Strategic Management Process, different levels of strategies and vision of the organization.
CO2	<i>Differentiate</i> the external and internal environmental factors influencing a given business and <i>analyze</i> the relative competitive rivalry in a given industry to formulate an appropriate strategy.
CO3	<i>Formulate</i> strategies to enter in the international market by identifying the mode of entry and business opportunities.
CO4	<i>Identify</i> the ways for successful implementation of formulated strategies and to <i>recommend</i> a plan of action for launching a product by analysing the external & internal environment and choosing the appropriate strategy.

Course Content:

Unit No.	Content	No. of Hours	Marks
1	Introduction to Strategic Management <ul style="list-style-type: none"> • Concept of Strategy & Levels at which Strategy Operates • Elements in Strategic Management Process • I/O model & Resource-based Model of Above Average Return • Strategic Intent, Vision, Mission, Goals and Objectives • Business Model 	06	17
2	The External Environment Analysis: <ul style="list-style-type: none"> • Internal and External Environment Analysis using SWOT 	10	18



	<ul style="list-style-type: none"> General Environment Segments: Demographic, Political, Economic, Social, Technological, Environmental, Legal, & Global Industry Environment: Porter’s Five-Forces Model Competitor Analysis Critical Success Factors (CSF) & Key Performance Indicators (KPI) <p>The Internal Environment Analysis:</p> <ul style="list-style-type: none"> Resources, Capabilities and Core Competencies Competitive Advantage and Sustainable Competitive Advantage VRIO Framework and Value Chain Analysis 		
3	<p>Strategy Formulation:</p> <p>Corporate Level Strategies: Stability, Expansion, Retrenchment and Combination Strategies</p> <p>Business Level Strategies:</p> <ul style="list-style-type: none"> Defining Business and Dimensions of Business Definition (Who, What, How) Porter’s Generic Business Level Strategies <p>International Strategies:</p> <ul style="list-style-type: none"> International Corporate Level Strategies International Business Level Strategies – Porter’s Diamond Model of Competitive Advantage of Nations International Entry Modes Strategic Decisions in Internationalization Advantages and Disadvantages of Expansion through Internationalization Risk in an International Environment 	10	18
4	<p>Strategic Analysis and Choice</p> <ul style="list-style-type: none"> Process of Strategic Choice Corporate Portfolio Analysis Techniques - BCG Growth-Share Matrix, GE Nine-Cell Matrix, Hofer’s Product-Market Evolution Matrix, SPACE Matrix, TOWS Matrix <p>Strategy Implementation & Control:</p> <ul style="list-style-type: none"> Structural Implementation Behavioural Implementation- Strategic Leadership Functional Implementation Strategic Evaluation and Control 	08	17
	<p>Additional topics for Project Report and Presentations (Continuous Evaluation Component)</p> <p>Students shall prepare a project report in a group for launching a new product after doing external and internal environmental analysis.</p>	06	CEC



Suggested Specification Table For Question Paper Design:

Unit No.	Unit Title	Teaching Hours	Distribution of Theory Marks (Assessment as per Revised Bloom's Taxonomy Level*)						Total Marks
			RM	UN	AP	AN	EL	CR	
I	Module-1	06	0	17	0	0	0	0	17
II	Module-2	10	0	4	8	6	0	0	18
III	Module-3	10	0	0	2	6	4	6	18
IV	Module-4	08	0	0	0	0	7	10	17
	Presentation	06	0	0	0	0	0	0	0
	Total	40	0	21	10	12	11	16	70

*RM: Remember, UN: Understand, AP: Apply, AN: Analyze, EL: Evaluate, CR: Create

Note: This specification table provides general guidelines to assist student for their learning and to teachers to teach and question paper designers/setters to formulate test items/questions to assess the attainment of the UOs. The actual distribution of marks at different taxonomy levels in the question paper may slightly vary from above table.

Suggested Student Activities for Progressive Assessment (PA): (50 Marks)

- Discussions based on Case Studies
- Project Report on launching new product
- Assignments
- Quiz / Role Play / Poster Presentations
- Class Participation

Evaluation:

Students shall be evaluated on the following components:

A	Internal Evaluation Component	Continuous Evaluation	(Internal Assessment- 50 Marks)
	• Project Report		20 marks
	• Class Presence & Participation		10 marks
	• Quiz / Assignments / Role Play		20 marks
B	Mid-Semester examination		(Internal Assessment-30 Marks)
C	End –Semester Examination		(External Assessment-70 Marks)

Suggested Learning Resources:

S. No.	Title of Book	Author	Publication with place, year and ISBN
1	Strategic Management: Competitiveness & Globalization- Concepts and Cases, 12e	Hitt, Ireland & Hoskisson	Cengage Learning India Pvt. Ltd., Delhi ISBN-13:978-93-5573-116-6



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2	Strategic Management, 4e	Azhar Kazmi and Adela Kazmi	McGraw Hill Education (India) Pvt. Ltd., Tamil Nadu ISBN-13:978-93-392-2183-6
3	Strategic Management - Concept and Cases, 15e	Fred R. David & Forest R. David	Pearson India Education Services Pvt. Ltd., Tamil Nadu ISBN: 978-93-325-4893-0
4	Strategic Management: An Integrated Approach – Theory & Cases	Hill, Schilling & Jones	Cengage Learning India Pvt. Ltd., Delhi ISBN-13:978-93-5350-555-4
5	Strategic Management: Text & Cases	Dr. C. B. Gupta	S. Chand & Company Pvt. Ltd., New Delhi ISBN: 9789384319342

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. <https://hbr.org/>