

GUJARAT TECHNOLOGICAL UNIVERSITY

MASTER OF BUSINESS ADMINISTRATION

Year – 2 (Semester – III) (W.E.F. Academic Year 2018-19)

Subject Name: Strategic Management (SM)

Subject Code: 3539201

1. Learning Outcome:

- Understand the concept of strategic management and its significance in managing business successfully
- Understand the strategies at corporate, business and functional levels.
- Understand and analyze a firm's external environment, its resources and SWOT analysis for strategy formulation to compete with rivals
- Understand the process of strategy implementation and the challenges of managing change.

2. **Course Duration:** The course duration is of **36 sessions of 75 minutes** each

3. Course content:

Module No.	Modules with its Contents/Chapters	No. of Sessions	Marks (out of 70)
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 Strateg• 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• Strategic Groups <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	9	18

II	Strategy Formulation; <ul style="list-style-type: none"> • Strategy formulation at Business and Corporate levels, Diversification • Strategic Alliance and Joint Ventures, Cooperative Strategies • Acquisitions and Restructuring • Global Strategy, International Corporate-level and Business-level Strategies. • Porter’s Generic Strategies 	9	18
III	Nuances of Strategy Implementation: <ul style="list-style-type: none"> • Corporate Social Responsibility and Sustainability, Triple Bottom Line (TBL) approach • Structure and Controls • Strategic Leadership; Balanced Scorecard 	9	17
IV	Contemporary Topics in Strategy: <ul style="list-style-type: none"> • Management of Change through VUCA • Strategic and Corporate Entrepreneurship • Blue Ocean Strategy, Blue Ocean Shift • Innovation: Grassroots, Jugaad 	9	17
V	Practical Application with reference to strategic perspective: 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).	---	(30 marks CEC)

4. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- Lectures
- Case Discussions and Role Playing
- Audio-visual Material (Using Clippings/ online videos/ movies)
- Assignments and Presentations

5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

A	Continuous Evaluation Component comprising of Projects / Assignments / Quiz / Class Participation / Class test / Presentation on specific topic etc	(Internal Assessment-50 Marks)
B	Mid-Semester examination	(Internal Assessment-30 Marks)
C	End –Semester Examination	(External Assessment-70 Marks)

6. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Michael Hitt, Robert E. Hoskisson, R. Duane Ireland, S. Manikutty	Strategic Management: A South-Asian Perspective	Cengage Learning	Latest Edition
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, New Delhi	Latest Edition
3	Robert Grant	Contemporary Strategic Management	Wiley India Pvt. Ltd.	Latest Edition
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	Hachette Books (September 26, 2017)	Latest Edition
6	Azhar Kazmi	Strategic Management and Business Policy	McGraw-Hill	Latest Edition
7	Gerry Johnson, Kevan Scholes and Ricard Whittington	Exploring Corporate Strategy: Text and Cases	Pearson Education	Latest Edition
8	Anil K. Gupta	Grassroots Innovation: Minds On The Margin Are Not Marginal Minds	Random Business	2016
9	Henry, Mintzberg, Bruce, Ahlstrand and Joseph, Lampel	Strategy Safari	Free Press, New York.	Latest Edition
10	Gary, Hamel and Prahalad, C. K.	Competing for the Future	HBS Press	Latest Edition
11	Navi Radjou, Jaideep Prabhu, Simone Ahuja	Jugaad Innovation	Random Business	Latest Edition

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.

7. List of Journals / Periodicals / Magazines / Newspapers, 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>