



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 4<sup>th</sup> Semester

Subject Name: Strategic Management (SM)

Subject Code: 4549901

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

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><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> <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;</li> </ul>	10	18



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	Driving Forces <ul style="list-style-type: none"><li>• Strategic Groups</li></ul>		
II	<b>Internal Analysis:</b> <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> <b>Strategy Formulation:</b> <ul style="list-style-type: none"><li>• Strategy formulation at Business levels, Diversification</li></ul>	10	18
III	<b>Strategy Formulation at Corporate Level:</b> <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	<b>Nuances of Strategy Implementation:</b> <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> <b>Contemporary Topics in Strategy:</b> <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	<b>Practical:</b> <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
- Practical / live assignment
- Interactive class room discussions

#### Evaluation:

Students shall be evaluated on the following components:



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A	<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>Mid-Semester examination</b>	<b>(Internal Assessment-30 Marks)</b>
C	<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 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



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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>