



# GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration

Level: PG

Course / Subject Code: MB03000021

Course / Subject Name: Strategic Management

w. e. f. Academic Year:	2025-26
Semester:	3
Category of the Course:	Core Courses

<b>Prerequisite:</b>	Any Graduate
<b>Rationale:</b>	By understanding strategic management principles, individuals can better understand the dynamics of business, adapt to changing environments, and contribute to long-term organizational growth.

## Course Outcome:

After Completion of the Course, Student will able to:

No	Course Outcomes	RBT Level
01	Demonstrate an understanding of the strategic management process, formulation of strategy and issues related to successful implementation of strategies formed.	Understand
02	Evaluate the external and internal forces that enable businesses to design and implement competitive growth strategies	Analyze
03	Appreciate and apply value based strategic leadership in design and implementation of business strategy.	Apply
04	Analyze the Business Strategy imperatives at Business level and at Corporate level	Analyze
05	Evaluate various nuances of Strategy implementation in light of the contemporary and futuristic mandate for effective strategy formulation and implementation.	Evaluate

\*Revised Bloom's Taxonomy (RBT)

## Teaching and Examination Scheme:

Teaching Scheme (in Hours)			Total Credits L+T+ (PR/2)	Assessment Pattern and Marks				Total Marks
L	T	PR	C	Theory		Tutorial / Practical		
				ESE (E)	PA / CA (M)	PA/CA (I)	ESE (V)	
3	1	0	4	70	30	50	0	150



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## Course Content:

Unit No.	Content	No. of Hours	% of Weightage
1.	<p>Strategic Management: An Introduction</p> <ul style="list-style-type: none"><li>Stakeholders in Business</li><li>The I/O Model and the Resource - Based Model of above Average returns</li><li>Vision, Mission, Purpose: Strategic Intent</li><li>Emergent Strategy</li><li>Business Model and Strategy</li></ul> <p>Environmental Analysis:</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, Driving Forces.</li><li>Strategic Groups</li></ul>	12	17
2.	<p>Internal Analysis:</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 competencies of Organizations</li><li>Competitive Advantage and Sustainable Competitive Advantage</li></ul> <p>Strategy Formulation at Business Level: Strategy Formulations at Business Levels, Diversification Strategy</p>	10	18
3.	<p>Strategy Formulation at Corporate level:</p> <ul style="list-style-type: none"><li>Strategic Alliances and Joint Ventures, Cooperative Strategies</li><li>Acquisitions and Re-structuring</li><li>Global Strategy, International Corporate level and Business Level Strategies</li><li>BCG Matrix, GE Matrix, McKinsey's 7s</li></ul>	13	17
4.	<p>Nuances of Strategy Implementation:</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></ul>	10	18



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	<ul style="list-style-type: none"> <li>Balanced Scorecard</li> </ul> Contemporary Topics in Strategy : <ul style="list-style-type: none"> <li>Management of Change in the VUCA world</li> <li>Strategic and Corporate Entrepreneurship</li> <li>Blue Ocean Strategy, Blue Ocean Shift</li> <li>Innovation: Grassroot and Jugaad</li> </ul>		
5.	<ul style="list-style-type: none"> <li>A group based ( 4-5 members in a group ) project report based on comprehensive analysis of company and industry based on Industry, Competitor, and Internal Environment, SWOT analysis and implementation.</li> </ul>	15	CEC (30 Marks)
<b>Total</b>		<b>60</b>	<b>100</b>

### Suggested Specification Table with Marks (Theory):

Distribution of Theory Marks (in %)					
R Level	U Level	A Level	N Level	E Level	C Level
10%	30%	20%	20%	20%	0%

Where R: Remember; U: Understanding; A: Application, N: Analyze and E: Evaluate C: Create (as per Revised Bloom's Taxonomy)

### Suggestive Case Studies:

1. AXIS Bank: Banking on Technology and Market Segments for Competitive Space (R2) / ONGC's Growth Strategy (R1) / Maruti Udyog Ltd.: The Competition Ahead (R3) ( for Module 2)
2. Manpower Australia: Using Strategy Maps and The Balance Score Card effectively (R2), /Louis V. Gerstner Jr." The Man who turned IBM Around (R1) ( for Module 3 )
3. Tata Steel: A Century of Corporate Social Responsibilities (R1) / Jack Welch and the General Electric Management System (R4 ) ( for Module 4)

### References/Suggested Learning Resources:

No	Author	Title	Publisher	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	McGraw Hill	2014/Latest



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		Competitive Advantage: Concept and Cases		
3	Robert Grant	Contemporary Strategic Analysis: Text and Cases	Wiley India Pvt. Ltd.	2015/Latest
4	J A Kulakarni, Asha Pachpande, Sandeep Pachpande	Case Studies in Management (Pearson Case Book Series)	Pearson Education	2011/Latest
5	Michael Porter	Competitive Advantage: Creating and Sustaining Superior Performance	Free Press	Latest Edition
6	Anil K Gupta	Grassroot Innovation: Minds On The Margin Are Not Marginal Minds	Random Business	2016

## CO- PO Mapping:

Semester 3	Strategic Management				
	POs				
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	3	3	1	3	1
CO2	3	3	2	3	1
CO3	3	3	3	3	3
CO4	3	3	2	3	2
CO5	3	3	1	2	3

Legend: '3' for high, '2' for medium, '1' for low and '-' for no correlation of each CO with PO.

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