

GUJARAT TECHNOLOGICAL UNIVERSITY

MASTER OF BUSINESS ADMINISTRATION (Global Program)

Year – II (Semester – III) (W.E.F. January 2014)

COMPULSORY SUBJECT

Subject Name: Strategic Management (SM)

Subject Code: 2830001

1. Course Objectives:

The content of this course is designed to provide an integrated view of the functional areas and to acquaint them with the strategic management process.

The subject would thus offer students the opportunity to exercise qualities of judgment and help them to develop a holistic perspective of the management of organizations. The specific objectives of this course are:

- To familiarize the learners with the concept of strategic management and understand the significance of managing the business strategically in the current business environment
- To familiarize the learners with the strategies at corporate, business and functional levels
- To understand and analyze the firm's external environment, the resources and thus carrying out SWOT analysis for strategy formulation
- To understand the process of strategy implementation and the challenges of managing a change
- To understand strategic control system to monitor the strategy implementation process
- To get acquainted with various strategies adopted by firms to successfully compete with their rivals

2. Course Duration:

The course duration is of 36 sessions of 75 minutes each i.e. 45 hours.

3. Course Contents:

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	Strategic Management: An Introduction <ul style="list-style-type: none">• Stakeholders in Business;• The I/O Model and	7	17

	<ul style="list-style-type: none"> • Resource-based Model of Above Average Return, • Vision, Mission and Purpose; • 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 Group Mapping; <p>Internal Analysis:</p> <ul style="list-style-type: none"> • Concept of Value Chain, • SWOT Analysis; • Resources, Capabilities and Competencies, • Distinctive Competence and Core Competence of Organizations; • Competitive Advantage and Sustainable Competitive Advantage; 		
II	<p>Strategy Formulation;</p> <ul style="list-style-type: none"> • Strategy formulation at Business and Corporate levels, Diversification, • Strategic Alliance and Joint Ventures; • Mergers & Acquisitions; • International Business Strategies. <p>Case: AXIS Bank: Banking on Technology and Market Segments for Competitive Space (T1) / ONGC's Growth Strategy (T2) / Maruti Udyog Ltd.: The Competition Ahead (T3)</p>	7	17
III	<p>Nuances of Strategy Implementation:</p> <ul style="list-style-type: none"> • Operationalising the strategy, • Functional Strategies and Policies, • Institutionalizing the Strategy, • Matching Structure and Strategy, • Strategic Leadership and Organization Culture; • Management of Change. <p>Case: Manpower Australia: Using Strategy Maps and the Balanced Scorecard Effectively (T1) / Louis V. Gerstner Jr.: The Man who Turned IBM Around (T2)</p>	7	18
IV	<p>Strategic control:</p> <ul style="list-style-type: none"> • Operations Control and Strategic Control; • Measurement of Performance; • Balanced Scorecard • Ethics • Corporate governance and Social Responsibilities. <p>Case: Tata Steel: A Century of Corporate Social</p>	7	18

	Responsibilities (T2) / Jack Welch and the General Electric Management System (R1)		
V	Practical Application with reference to strategic perspective: Study of ancient wisdom, Study of ancient Indian leaders like Chanakya, Chandra Gupta Maurya, Vikramaditya etc., Yesteryear leaders like Gandhiji, Sardar Vallabhbhai Patel, Shastri, Nehru etc., Current business Leaders namely Sir Ratan Tata, Birla's, Ambani's, Narayan Murthy, Nandan Nilekani, Rahul Bajaj, Vijay Mallya or any other leader of your choice as Strategic Leader.		Internal Evaluation (20 Marks of CEC)

4. Teaching Method:

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

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

5. Evaluation:

A	Projects/Assignments/Quiz/Class Participation, etc.	Weightage (50%) (Internal Assessment)
B	Mid-Semester Examination	Weightage (30%) (Internal Assessment)
C	End-Semester Examination (Min. 30% Theory and Mon. 70% Practical)	Weightage (70%) (External Assessment)

6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	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**	Tata McGraw-Hill, New Delhi	Latest Edition
T2	Michael Hitt, Robert E. Hoskisson, and R. Duane Ireland	Management of Strategy: Concepts and Cases	Cengage Learning	Latest Edition
T3	Robert Grant	Contemporary Strategic Management	Wiley India Pvt. Ltd.	Latest Edition

** This book is also followed at **University of Alberta, Edmonton, CANADA** where our 30 **GTU MBA students** with a **Professor** are currently undergoing 6 weeks Summer Experience Program, learning Strategic Management through this book and other Case Studies.

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. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
R1	J A Kulakarni, Asha Pachpande, Sandeep Pachpande	Case Studies in Management (Pearson Casebook Series)	Pearson Education	2011, Latest
R2	Sanjay Mohapatra	Case Studies in Strategic Management: A Practical Approach (Pearson Casebook Series)	Pearson Education	2011, Latest
R3	Azhar Kazmi	Strategic Management and Business Policy	Tata McGraw-Hill	Latest Edition
R4	Gerry Johnson, Kevan Scholes and Ricard Whittington	Exploring Corporate Strategy: Text and Cases	Pearson Education	Latest Edition
R5	Michael Porter	Competitive Advantage: Creating and Sustaining Superior Performance	Free Press	Latest Edition
R6	P. Subba Rao	Business Policy and Strategic Management	Himalaya Publishing House	Latest Edition
R7	Robert Grant	Contemporary Strategic Management: Case Studies	Wiley India Pvt. Ltd.	Latest Edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

- Harvard Business Review
- Vikalpa – A Journal for Decision Makers
- SANKALPA: Journal of Management & Research (ISBN: 2231 1904)
- Management Review
- Business Standard/Economic Times/Financial Times

9. Session Plan:

Module /	Topics to be covered
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Session Nos.	
<p style="text-align: center;">I</p> <p>Session 1-7</p>	<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; • Business Model and Strategy • External and Industry Environmental Analysis using PEST and Porter’s • Five-Force Model, • Understanding concepts such as Key Success Factors; Driving Forces, • Strategic Group Mapping; • Concept of Value Chain, • SWOT Analysis of a Firm/Company; STEEPLED Analysis of a Country (Social, Technological, Economic, Environmental, Political, Legal, Ethical and Demographic) • Resources, Capabilities and Competencies, • Distinctive Competence and Core Competence of Organizations; • Competitive Advantage and Sustainable Competitive Advantage
<p style="text-align: center;">II</p> <p>8-14</p>	<ul style="list-style-type: none"> • Strategy formulation at Business and Corporate levels, Diversification, • Strategic Alliance and Joint Ventures; • Mergers & Acquisitions; • International Business Strategies. <p>Case: AXIS Bank: Banking on Technology and Market Segments for Competitive Space (T1) /ONGC’s Growth Strategy (T2) / Maruti Udyog Ltd.: The Competition Ahead (T3).</p>
<p style="text-align: center;">III</p> <p>15-21</p>	<ul style="list-style-type: none"> • Operationalising the strategy, • Functional Strategies and Policies, • Institutionalizing the Strategy, • Matching Structure and Strategy, • Strategic Leadership and Organization Culture; • Management of Change. <p>Case: Manpower Australia: Using Strategy Maps and the Balanced Scorecard Effectively (T1) /Louis V. Gerstner Jr.: The Man who Turned IBM Around (T2)</p>
<p style="text-align: center;">IV</p> <p>22-28</p>	<ul style="list-style-type: none"> • Operations Control and Strategic Control; • Measurement of Performance; • Balanced Scorecard. • Ethics, • Corporate Governance and Social Responsibilities.
<p style="text-align: center;">V</p> <p>29-36</p>	<p>Practical Application with reference to strategic perspective: Study of ancient wisdom, Study of ancient Indian leaders like Chanakya, Chandra Gupta Maurya, Vikramaditya etc., Yesteryear leaders like Gandhiji, Sardar Vallabhai Patel, Shastri, Nehru etc., Current business Leaders namely Sir Ratan Tata, Birla’s, Ambani’s, Narayan Murthy, Nandan Nilekani, Rahul Bajaj, Vijay Mallya or any other leader of your choice as Strategic Leader.</p>