



GUJARAT TECHNOLOGICAL UNIVERSITY
Programme: Bachelor of Business Administration
Semester: 6
Subject Name: Strategic Management
Subject Code: 1560102

Rationale:

This course focuses on the important current topics / trends / issues in strategic management. The students will understand the fundamental sequence of strategy formulation, implementation, and evaluation. Also the students learn the relationship between vision/mission to internal/external environmental scanning, to strategy development, selection, implementation, and evaluation. Course has been designed in a way that students can learn the analysis and interpretation of business environment and can understand strategic practices adopted by the firms at Functional level, corporate level, Business Level and global levels.

Course Scheme:

Teaching Scheme			Credits	Examination Marks				Total Marks	
L	T	P		C	Theory		Practical		
					ESE (E)	PA(M)	ESE (V)		PA (I)
3	0	0	3	70	30	0	50	150	

Course Outcomes:

On successful completion of the course students will be able:

Sr. No.	Course Outcomes
CO1	Demonstrate an understanding of the strategic management process, formulation of vision and mission statement
CO2	Evaluate and explain industry with external and internal environment perspective and evaluate resources and capabilities of firm and thereby enabling towards strategic decision making.
CO3	Explain formulation of strategy, issues related with successful implementation of strategy formed and mechanism for strategy evaluation

Course Content:

Unit No.	Content	No. of Hours	Marks
1	Introduction to Strategic Management - Strategic management process, stages of strategy formulation, implementation and evaluation activities - Identify key terms in strategic management - Benefits of engaging in strategic management process - Nature and role of vision and mission statements in strategic management - Benefits of clear vision and mission statements for other strategic management activities - Characteristics of a good mission	10	18
2	Strategy Formulation: - Nature and Purpose of external assessment in formulating strategies - External forces that impact strategy formulation	12	18



	• Relevance of Porter's Five Forces Model in formulating strategy • Nature and role of internal assessment in formulating strategies • Basic functions that make up management and their relevance in formulating strategies • Basic functions of marketing and their relevance in formulating strategies • Nature and role of (i) Finance/ accounting, (ii) production/ operations (iii) research & development and (iv) management information systems in formulating strategies		
3	Strategy Implementation: • Characteristics and benefits of Objectives • Types of strategy: Integration Strategies, Intensive Strategies, Diversification strategies and defensive strategies • Annual Objectives and Policies • Resource allocation and managing conflict in strategy implementation • Structure and strategy • Types of organisation structure • Issues vital for successful strategy implementation: (i) Production/ operation (ii) Human resource (iii)marketing (iv) Research & development and (v) MIS	10	18
4	Strategy Evaluation: • Strategy evaluation process • Strategy evaluation activities • Criteria for Effective Strategy evaluation system • Contingency planning in Strategy evaluation • Auditing in Strategy evaluation • 21st Century Challenges in Strategic Management • Guidelines for Effective Strategic Management • Ethics in Strategic Management	10	16
5	Practical: The student in a group will choose a company and identify its vision and mission statements. Also the group will study company's policies/ procedures and perform SWOT analysis for the same. The group will also identify the processes and policies used in the organisation for strategy formulation, implementation and evaluation.	03	(CEC Component)
Total		45	70



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*)						
			RM	UN	AP	AN	EL	CR	Total Marks
I	Module-1	11	00	04	14	00	00	00	18
II	Module-2	14	00	04	07	07	00	00	18
III	Module-3	10	00	04	07	00	07	00	18
IV	Module-4	10	00	00	00	02	07	07	16
	Total	45	00	14	28	14	14	00	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)

- Presentation
- Case study
- Role play
- Assignment
- Quiz
- Mini Project

Evaluation:

Students shall be evaluated on the following components:

Internal Evaluation	(Internal Assessment- 50 Marks)
• Case Study	10 Marks
• Quiz / Test	10 Marks
• Presentation / Role Play	10 Marks
• Mini Project	10 Marks
• Class presence and participation	10 Marks

Suggested Learning Resources:

S. No.	Title of Book	Author	Publication with place, year and ISBN
1	Strategic Management Concepts: A Comparative approach	Fred R David and Forest R. David	Pearson Education
2	Strategic Management: A	Michael Hitt, Robert E.	Cengage Learning



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	South-Asian Perspective	Hoskisson, R. Duane Ireland, S. Manikutty	
3	Crafting and Executing Strategy: The Quest for Competitive Advantage: Concept and Cases	Arthur A. Thompson, A. J. Strickland, John E. Gamble and Arun K. Jain	McGraw Hill
4	Strategic Management and Business Policy	Azhar Kazmi	McGraw Hill
5	Exploring Strategy	Gerry Johnson, Ricard Whittington, Kevan Scholes, Duncan Angwin, Patrick Regner	Pearson Education India

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.

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](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>