



C. U. SHAH UNIVERSITY, Wadhwan City



FACULTY OF MANAGEMENT STUDIES MASTER OF BUSINESS ADMINISTRATION (MBA)

SEMESTER III (THREE)

CODE 5MS03SMT1

Name of Subject Strategic Management

Teaching & Evaluation Scheme

Teaching Scheme (Hours)				Evaluation Scheme (Marks)		
Th	Tu	P	Total	Sessional	University	Total
4	0	0	4	30	70	100

Objectives

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

Prerequisites Basic knowledge of Strategies.

Course outline

Sr. No.	Course Contents	Number of Hours
I	Strategic Management: An Introduction Stakeholders in Business; The I/O Model and Resource-based Model of Above Average Return, Vision, Mission and Purpose; Business Model and Strategy	12
II	Environmental Analysis: External and Industry Environmental Analysis using PEST and Porter's Five-Force Model, Understanding	12



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	concepts such as Key Success Factors; Driving Forces, Strategic Group Mapping;	
III	Internal Analysis: Concept of Value Chain, SWOT Analysis; Resources, Capabilities and Competencies, Distinctive Competence and Core Competence of Organizations; Competitive Advantage and Sustainable Competitive Advantage; Case: Tata Steel: A Century of Corporate Social Responsibilities (T2) / Jack Welch and the General Electric	12
IV	Strategy Formulation: Strategy formulation at Business and Corporate levels, Diversification, Strategic Alliance and Joint Ventures; Mergers & Acquisitions; International Business Strategies. 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)	12
V	Nuances of Strategy Implementation: Operationalising the strategy, Functional Strategies and Policies, Institutionalizing the Strategy, Matching Structure and Strategy, Strategic Leadership and Organization Culture; Management of Change. Strategic control: Operations Control and Strategic Control; Measurement of Performance; Balanced Scorecard, Ethics, Corporate governance and Social Responsibilities Case: Manpower Australia: Using Strategy Maps and the Balanced Scorecard Effectively (T1) /Louis V. Gerstner Jr.: The Man who Turned IBM Around (T2)	12
Total Hours		60

Learning Outcomes

Theoretical Outcomes Understanding the importance of Strategic Management.

Practical Outcomes To understand strategic control system to monitor the strategy implementation process.

Teaching & Learning Methodology

- Lectures
- Case Studies
- Class Participation



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Books Recommended

1. **'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, Tata McGraw-Hill, New Delhi
2. **'Management of Strategy: Concepts and Cases'**, Michael Hitt, Robert E. Hoskisson, and R. Duane Ireland, Cengage Learning.
3. **'Contemporary Strategic Management'**, Robert Grant, Wiley India Pvt. Ltd.

E-Resources

1. www.managementstudyguide.com/strategic-management.htm
2. www.en.wikipedia.org/wiki/Strategy_formulation