

GANPAT UNIVERSITY									
FACULTY OF MANAGEMENT STUDIES									
Programme	MBA		Branch/Spec.		Innovation, Entrepreneurship & Venture Development				
Semester	I				Version	1.0.0.0			
Effective from Academic Year			2026-27		Effective for the batch Admitted in			July 2026	
Subject code	ICC505OGS		Subject Name		ORGANISATIONAL STRATEGY				
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	3	0	0	0	4	Theory	50	50	100
Hours	3	0	0	0	4	Practical			
Pre-requisites:									
Objective: This Course aims to cover both the dynamics and the global aspects of organisation strategy and will aid to learn how to evaluate industry evolution, build and sustain competitive advantage, formulate and assess organisational strategies and align efforts to organizational strategy.									
Course Outcomes: After learning this Course, students will be able to;									
CO-1: Understand the concept of strategic management, significance in managing business, analyze a firm's external and internal environment, and devise their own business strategic plan for their business.									
CO-2: Understand the strategic decisions that organisations make and have an ability to engage in strategic planning.									
CO-3: Explain the basic concepts, principles and practices associated with strategy formulation and implementation.									
CO-4: Integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives.									
CO-5: Develop a detailed understanding of strategies at corporate, business and functional levels.									
CO-6: Get acquainted about the process of strategy implementation and the challenges of managing Change									
Theory syllabus									
Unit	Content								Hrs
1	Introduction to Strategy, Levels of Strategy, Relation between strategy and business model, Strategic Management Process, Basic model of SM, Strategic direction-Vision, Mission and Objectives, Types of objectives.								10
2	Environmental scanning; Macro-Environment analysis, Industry analysis; Competitive forces, Environmental Threat and Opportunity Profile (ETOP), Competitor analysis. Internal scanning: Organisational analysis; Scanning Functional Resources and Capabilities, Resource-based approach to strategy; Value chain analysis.								10
3	Strategy formulation: Business Strategy – Porter's generic strategies, Other strategic framework - TOWS Matrix, Product-market matrix; Strategies for specific industry situations – strategies for different stages of PLC, strategies for industry leaders, runner-ups and followers, Defensive and offensive strategies; Outsourcing strategies.								10
4	Corporate strategy; Strategies for growth: Diversification and Integration; Modes of entering new business – internal start-up, mergers and acquisitions, Retrenchment strategies – Turnaround, divestment and Liquidation strategies, Cooperative strategies – Alliances and joint ventures; Grand Strategy Selection Matrix; Portfolio analysis; BCG, GE Nine Cell Matrix								10

5	<p>Strategy implementation: Relationship between formulation and implementation; Resource Allocation, Budgets, policies and procedures; Importance of structure, leadership and corporate culture in strategy implementation, Organizational design and change, Functional Issues – Financial, Marketing, Operations and Personnel Plans, Building capable organization</p> <p>Strategy Evaluation and Control: Techniques of strategic evaluation and control, Strategic Information Systems, Operational Control.</p>	5
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Reference Books

1. Crafting and Executing Strategy, The Quest for Competitive Advantage: Concepts and Cases, 21 st Edition, by Arthur A. Thompson, Margaret Peteraf, John E. Gamble, A. J. Strickland, T Joseph, © 2020 McGraw Hill
2. Strategic Management , 14 th Edition, by John Pearce, © 2018 McGraw Hill
3. Strategic Management, 3 rd Edition, By Frank T. Rothaermel, © 2018 McGraw Hill
4. Entrepreneurial Strategies: New Technologies in Emerging Markets (Strategic Management Society Book 8) : Arnold Cooper , Sharon Alvarez, Alejandro Carrera , Luiz Mesquita ,Roberto Vassolo, Latest edition
5. Entrepreneurial Values and Strategic Management , Coda V, 2010, Palgrave Macmillan
6. Entrepreneurial Strategic Management, Blawatt Ken R.McGraw-Hill Education / Europe, Middle East & Africa (16 April 2014)
7. Strategic Management, 4 th Edition, By Azhar Kazmi, Adela Kazmi, © 2015 McGraw Hill
8. Strategic Management, 2 nd Edition, By Upendra Kachru, © 2015 McGraw Hill
9. Strategic Management : A Conceptual Framework, 1 st Edition, By Arabinda Bhandari, Raghunath Prasad Verma, © 2013 McGraw Hill
10. Essentials of Strategic Management, J David Hunger, Thomas L Wheelen, Latest Edition, Pearson Education
11. Strategic Management, Dr. Jacob Thomas, Latest Edition, Pearson Education
12. Exploring Strategy: Text and Cases, Gerry Johnson, Richard Whittington, Patrick Regnér, Kevan Scholes, Duncan Angwin, Latest Edition, Pearson Education
13. Strategic Management– Competitiveness and Globalization – Concepts and Cases, Robert E. Hoskisson, Michael A. Hitt, R. Duane Ireland, Latest Edition, Pearson Education
14. Competitive Strategy: Techniques for Analyzing Industries and Competitors, by Michael E. Porter, Latest Edition, Pearson Education
15. Blue Ocean Strategy, Expanded Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant, W. Chan Kim, Renee Maubourgne, Harvard Business Review Press, January 20, 2015
16. Business Policy and Strategic Management : Concepts and Applications, Gupta, Vipin, Gollakota, Kamala, Srinivasan, R., ISBN : 9788120332447, Second Edition, PHI Learning.
17. Strategic Management: Concepts, Skills and Practices, Srivastava, R. M., Verma, Shubhra, PHI Learning