

GANPAT UNIVERSITY										
FACULTY OF MANAGEMENT STUDIES										
Programme		Master of Business Administration				Branch/Spec.	Marketing/Finance/Human Resources Management/International Business/Entrepreneurship/Supply Chain Management			
Semester		III				Version	1.0.0.1			
Effective from <i>Academic Year</i>				2021-22		Effective for the batch Admitted in				June 2020
Subject code		2IIIA01SMA		Subject Name		Strategic Management				
Teaching scheme					Examination scheme (Marks)					
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total	
	L	TU	P	TW						
Credit	4	0	0	0	4	Theory	60	40	100	
Hours	4	0	0	0	4	Practical	-	-	-	
Pre-requisites:										
Objectives : This course conveys the concept of strategy and its usefulness by exposing students to a variety of organizational situations. It enables students to look at organizations in their totality and appreciates the interrelationship among different functions. It will help students understand the strategy of organizations and thereby enable them in making major decisions, formulating policies and participate in implementation of corporate strategies.										
Learning Outcomes:										
On successful completion of this subject the student will be able to										
2IIIA01SMA.CO1: Explain strategic management concepts, steps, and environmental scanning frameworks to analyse business environments and competitive forces effectively.										
2IIIA01SMA.CO2: Apply situational analysis tools and formulate business, corporate, and functional-level strategies for organizational growth and diversification.										
2IIIA01SMA.CO3: Design and evaluate strategy implementation plans by aligning structure, culture, leadership, resources, and McKinsey 7-S model to ensure effective execution.										
2IIIA01SMA.CO4: Recommend strategic responses for technology-driven businesses, entrepreneurial ventures, and global organizations operating in digital and international markets.										
Theory syllabus										
Unit	Content								Hrs	
1	Introduction: Strategic management (SM), Steps in Strategic Management, Basic concepts of SM; Impact of Globalisation; Creating a learning organisation; Basic model of SM. Scanning the environment: Environmental Scanning; Industry Analysis; Competitive Intelligence; Synthesis of external factors; ETOP Study, Internal scanning: Organisational analysis; resource-based approach; value chain analysis; Strategic audit.								15	
2	Strategy formulation: Situational analysis: SWOT analysis, TOWS Matrix; Corporate strategy; Strategies for growth and diversification; Business level Strategy : Process of strategic planning; Stages of corporate development; Functional level strategy; Core competencies; Strategic choice.								10	

3	Strategy implementation and control: Organising for action; Developing programmes, How strategy to be implemented? Strategy implementation through structure, values, and ideologies; McKinsey's 7s framework; Acquisition of resources and competence; Organization life cycle; Management & Control.	15
4	Other strategic issues: Strategic issues in managing technology and innovation; Strategic issues in entrepreneurial ventures and small businesses; Strategic issues in not-for-profit organisations, New Business Models and strategies for Internet Economy - E-Commerce Business Model and Strategies - Internet Strategies for Traditional Business - Key success factors in E-Commerce Competing in International Markets: Drivers of Success and Failure When Competing in International Markets, Types of International Strategies, Options for Competing in International Markets	20
Practical content		
Text Books		
1	Arthur, A, Thomson and Strickland, A. J., Strategic Management – Concept and Cases., Tata McGraw Hill, New Delhi.	
Reference Books		
1	Srinivasan R., Strategic Management –The Indian Context, PHI.	
2	Pitts R A and Lei D- Strategic Management: Building and Sustaining Competitive Advantage (Vikas, 3rd edition), 2003.	
3	Wheelen T L and Hunger J D- Concepts in Strategic Management and Business Policy (Pearson Education, 2004)	
4	White C- Strategic Management (Palgrave, 2004)	
5	Beamish P- Asia-Pacific Cases in Strategic Management (Tata McGraw-Hill, 2000)	
6	David F R- Strategic Management: Concepts and Cases (Pearson Education).	
7	Dess G- Strategic Management: Creating competitive Advantage (Tata McGraw- Hill) — M. Hill International, N. York.	
8	Hunger J D and Wheelen T L- Essentials of Strategic Management (Prentice-Hall, 3rd edition)	
9	Johnson and Scholes- Exploring Corporate Strategy: Text and Cases (Prentice-Hall).	
10	Porter M- Competitive Strategy (Macmillan) 1998.	

Mapping of CO with PO and PSO:

Semester 3: Course Name: 2IIIA01SMA STRATEGIC MANAGEMENT							
Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
2IIIA01SMA.CO1	2	2	0	2	0	0	0
2IIIA01SMA.CO2	3	3	0	2	2	1	1
2IIIA01SMA.CO3	3	2	3	2	2	2	2
2IIIA01SMA.CO4	3	3	2	3	1	2	3

Semester 3: Course Name: 2IIIA01SMA STRATEGIC MANAGEMENT			
Course outcomes	PSO1	PSO2	PSO3
2IIIA01SMA.CO1	2	0	2
2IIIA01SMA.CO2	3	1	3
2IIIA01SMA.CO3	2	1	3
2IIIA01SMA.CO4	3	3	3