

GUJARAT UNIVERSITY
K. S. SCHOOL OF BUSINESS MANAGEMENT
[Five Years' (Full-time) M.B.A. Integrated Degree Course]
FOURTH Year M.B.A. (SEM – IX)

KS_M_C_51 STRATEGIC MANAGEMENT

Course objective:

The objective of the course is to help students understand the strategic management process of the organizations. The course is well designed to include a detailed understanding of the external and internal environment of the firm in the modern competitive era and the formulation of strategies at the corporate, business and functional level. An over view of various portfolio models and global strategic moves give a comprehensive understanding to the business management students.

MODULE: 1 **(20%)**

Strategic Management

- Strategy and its importance
- Components of Strategy – Vision, Mission, Objectives and Goals
- Determinants of Strategies - The I/O Model and the Resource Based Model
- Different Stakeholders and their interest and influence on strategy development
- Strategic Management Process – Strategic Analysis, Strategic choice and Strategy implementation

Strategy Analysis

- Levels of Strategies-Corporate, Business and Functional Strategy
- Types of Strategies - Intended, Realized, Emergent and Imposed Strategy

MODULE: 2 **(20%)**

External Environment

- Macro Environment (PESTLE)
- Micro/ Competitive Environment - Porter's Five Forces Model, Industry Analysis
- Strategic Groups
- Competitor Analysis

Internal Environment

- Resources , VRIO framework, Capabilities, Core and Distinctive Competencies
- Critical Success Factors
- Competitive Advantage
- Benchmarking
- Outsourcing
- Value Chain Analysis

MODULE: 3 **(20%)**

Business level strategy

- Porter's Generic Competitive Strategies
- Business strategies for different industry conditions
- Growth Strategies – Organic (Integration Strategy), Inorganic (M&A), Co-operative Strategic alliance
- Ansoff's Matrix

Corporate Strategies

- Levels of Diversification
- Types of Diversification – Related and Unrelated

MODULE: 4

(20%)

Portfolio Management

- Portfolio Analysis - BCG matrix, GE-Mckinsey Matrix
- Restructuring
- Organizational Transformation
- Turnaround strategy

International Strategy

- Types of International Strategy
- Entry Mode Strategies

MODULE: 5

(20%)

Implementation of Strategy

- Mckinsey's 7S model

Internet Strategies

- Internet Strategies and intensity of usage

Organizational Structures and Strategy

- Types of Structures
- Matching Structure and Strategy

No. of lectures in semester : Approximately 40 to 45 hours

Assignment: Minimum 3 Assignments

REFERENCE BOOKS –

- Strategic Management – A South-Asian Perspective by Hitt, Ireland, Hoskisson and Manikutty (Cengage Learning)
- Understanding Strategic Management by Anthony Henry (Oxford University Press)
- Crafting and Executing Strategy by Arthur Thompson, A. J. Strickland, John Gamble and Arun Jain (Tata McGraw Hill)
- Strategic Management by Charles Hill and Gareth Jones (Cengage Learning)
- Strategic Management and Competitive Advantage – Concepts and Cases by Jay Barney and William Hesterly (Pearson Education)
- Business Environment for Strategic Management by K. Ashwathappa and G. Sudarshana Reddy (Himalaya Publishing House)
- Strategic Management by Saroj Datta and Mercy Mathew (Jaico Publishing)