

**Gujarat Technological University**  
**MAM (Masters in Applied Management) – Dual degree Program**  
**Semester -IV**  
**Subject Code:-4140502**  
**Subject Name: Strategic Management**

**1. Course Objectives:**

The main objective of the course is to introduce strategic management concepts and processes that enable the students to have clear grasp of strategic management in companies be small or medium or big. The specific objectives of the course are as follows:

- i) To familiarize students with basic concepts of strategic management and understand the importance of strategic management in contemporary business environment.
- ii) To make students aware of impact of socio, political, economic and legal environment on businesses.
- iii) To provide insights into step by step approach of formulating strategies.
- iv) To understand the process of strategy implementation and challenges involved in implementation in various business environments.
- v) To learn successful strategies deployed by successful Indian enterprises in 21<sup>st</sup> Century.

**2. Course Duration:** The course duration is of 36 sessions of 75 minutes each, i.e. 45 hours.

**3. Course Contents:**

<b>Module No:</b>	<b>Module Contents</b>	<b>No. of Sessions</b>	<b>Marks (70 External Exam)</b>
<b>I-Introduction</b>	Introduction to Strategic Management, Concept of Corporate Strategy, Strategic Management Process,	1-6	17
<b>II-Environmental Analysis</b>	Environmental Scanning, Industry Analysis, The synthesis of External Factors, External Factors Analysis Summary (EFAS), Internal Scanning, Value Chain Analysis, Synthesis of Internal Factors, Internal Factors Analysis Summary (IFAS)	7-16	18
<b>III-Strategy Formulation and Analysis</b>	Strategy Formulation, Strategic Factors Analysis Summary (SFAS) Matrix, Business Strategy, Corporate Strategy, Functional Strategy,	17-27	18
<b>IV-Strategy Implementation</b>	Strategy Implementation, Organization Structure, Corporate Culture, Diversification, Mergers and Acquisitions	28-36	17
<b>Module V</b>	Study of any one contemporary Indian business enterprise which has grown significantly and has become an important player in the industry e.g. Nirma , Adani , Godrej , Mahindra & Mahindra , Hero Corporation , Infosys , Wipro , HCL , ICICI , HDFC , India Info Line , India Bulls , Suzlon Wind Energy etc.,		20 Marks (Internal Marks - CEC)

#### 4. Teaching Methods:

The course will use the following pedagogical tools:

- (a) Lectures
- (b) Role plays
- (c) Case discussion.
- (d) Projects/ Assignments/ Quizzes/ Class participation etc

#### 5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following Elements:

A	Projects/ Assignments/ Quizzes/ Class participation	Weightage 20% (Internal Assessment- 20 Marks)
B	Two Internal Examinations	Weightage 10 % (Internal Assessment-10 Marks)
C	End –Semester Examination	Weightage 70% University External Exam 70 Marks

#### 6. Reference Books & Essential Reading

Name of the Book	Author	Publication	Edition
Strategic Management	R Srinivasan	The Indian Context- PHI, Latest Edition	Latest
Strategic Management	N. Chandrasekaran and P.S. Ananthanarayanan	Oxford University Press (Latest Edition )	Latest
Strategic Management: Analysis, Implementation , Control	A Nag	Vikas Publishing (Latest Edition )	Latest
Strategic Management	N. Sengupta	Vision Books ( Latest Edition )	Latest
Strategic Management: Text and Cases	V.S.P. Rao, Hari V. Krishna,	Excel Books	Latest
Strategic Management and Business Policy	Azhar Kazmi	Tata McGraw- Hill ( Latest Edition )	Latest

#### 7. Session Plan

Sr. Nos.	Number of Sessions to be covered	Topics to be covered
1	2	Introduction to Strategic Management
2	1	Concept of Corporate Strategy
3	3	Vision , Mission , Objectives and Goals
4	3	Strategic Management Process
5	2	Environmental Scanning, Industry Analysis
6	3	The synthesis of External Factors, External Factors Analysis Summary (EFAS),
7	4	Internal Scanning, Value Chain Analysis, Synthesis of Internal Factors, Internal Factors Analysis Summary (IFAS)
8	3	Steps in Strategy Formulation,
9	3	Strategic Factors Analysis Summary (SFAS) Matrix
10	3	Business Strategy, Corporate Strategy, Functional Strategy
11	3	Strategy Implementation -Organization Structure, Corporate Culture
12	3	Strategy of Diversification
13	3	Mergers and Acquisitions as Strategy of Consolidation