



**Gyanmanjari**  
Innovative University

Course Syllabus  
Gyanmanjari Institute of Management Studies  
Semester-3 (MBA)

**Subject:** Strategic Management - MBAXX13511

**Type of course:** Major (Core)

**Prerequisite:**

Foundational knowledge in principles of management.

**Rationale:**

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.

**Teaching and Examination Scheme:**

Teaching Scheme			Credits	Examination Marks					Total Marks
CI	T	P		Theory Marks		Practical Marks		CA	
			ESE	MSE	V	P	ALA		
04	00	00	04	60	30	10	00	50	150

*Legends: CI-Class Room Instructions; T – Tutorial; P - Practical; C – Credit; ESE – End Semester Examination; MSE- Mid Semester Examination; V – Viva; CA - Continuous Assessment; ALA-Active Learning Activities.*



**Course Content:**

Sr. No	Course content	Hrs.	% Weightage
1	<p><b>Basic concepts of Strategic Management:</b></p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Steps in Strategic Management</li> <li>• Basic model of SM.</li> <li>• Impact of Globalization; Creating a learning organization;</li> <li>• Environmental Scanning; Industry Analysis; Competitive Intelligence; Synthesis of external factors; ETOP Study, Internal scanning; Organizational analysis; resource-based approach; value chain analysis; Strategic audit</li> </ul>	15	25
2	<p><b>Strategy formulation:</b></p> <ul style="list-style-type: none"> <li>• Situational analysis: SWOT analysis, TOWS Matrix;</li> <li>• Corporate strategy; Strategies for growth and diversification</li> <li>• Business level Strategy: Process of strategic planning; Stages of corporate development</li> <li>• Functional level strategy; Core competencies; Strategic choice</li> </ul>	15	25
3	<p><b>Strategy Implementation and Control:</b></p> <ul style="list-style-type: none"> <li>• Organizing for action</li> <li>• Developing programs, how strategy to be implemented?</li> <li>• Strategy implementation through structure, values, and ideologies; McKinsey's 7s framework; Acquisition of resources and competence;</li> <li>• Organization life cycle</li> </ul>	15	25
4	<p><b>Other Strategic Issues:</b></p> <ul style="list-style-type: none"> <li>• Strategic issues in managing technology and innovation</li> <li>• Strategic issues in entrepreneurial ventures and small businesses</li> <li>• Strategic issues in not-for-profit organizations,</li> </ul> <p><b>New Business Models and Strategies for Internet Economy</b></p> <ul style="list-style-type: none"> <li>• E-Commerce Business Model and Strategies</li> <li>• Internet Strategies for Traditional Business</li> <li>• Key success factors in E-Commerce Competing in</li> </ul>	15	25

	<p>International Markets</p> <ul style="list-style-type: none"> <li>• Drivers of Success and Failure When Competing in International Markets</li> <li>• Types of International Strategies</li> <li>• Options for Competing in International Markets</li> </ul>		
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**Continuous Assessment:**

Sr. No	Active Learning Activities	Marks
1	<p><b>Strategic Plan Development:</b></p> <p>Students will develop a roadmap for their hypothetical business and outline vision, mission, goals, objectives, and strategies for their hypothetical business and upload their PDF on GMIU Web Portal.</p>	10
2	<p><b>SWOT Analysis:</b></p> <p>Students will select one company of their choice and analyze strengths, weaknesses, opportunities, and threats of the selected company. The PDF will be uploaded on GMIU Web Portal by the students.</p>	10
3	<p><b>Competitor Analysis:</b></p> <p>Students will select one company of their choice and the competitor of their selected company and identify market gaps and opportunities to gain competitive advantages. The PDF will be uploaded on GMIU Web Portal by the students.</p>	10
4	<p><b>Poster Presentation:</b></p> <p>Students will select one E-commerce company of their choice and study strategies of the selected E-commerce company and prepare a poster presentation for the same and upload their posters on GMIU Web Portal.</p>	10
5	<p><b>Case Study:</b></p> <p>Faculty will provide a topic and Idea related to case study. Students will prepare the solutions on the given case / situation and upload it to GMIU web portal.</p>	10
Total		50



**Suggested Specification table with Marks (Theory):60**

Distribution of Theory Marks (Revised Bloom's Taxonomy)						
Level	Remembrance (R)	Understanding (U)	Application (A)	Analyze (N)	Evaluate (E)	Create (C)
Weightage	20%	30%	30%	10%	10%	-

Note: This specification table shall be treated as a general guideline for students and teachers.

The actual distribution of marks in the question paper may vary slightly from above table.

**Course Outcome:**

After learning the course, the students should be able to:	
CO1	Develop Vision, Mission, Goals and Objectives align with overall organizational goals.
CO2	Understand the importance of strategic formulation and planning for the business success.
CO3	Identify and assess the impact of opportunities and threats in a company's environment, its industry, and its set of competitors.
CO4	Apply Strategic Management concept in E- Commerce business for real world practices.

**Instructional Method:**

The course delivery method will depend upon the requirement of content and need of students. The teacher in addition to conventional teaching method by black board, may also use any of tools such as demonstration, role play, Quiz, brainstorming, MOOCs etc.

From the content 10% topics are suggested for flipped mode instruction.

Students will use supplementary resources such as online videos, NPTEL/SWAYAM videos, e-courses, Virtual Laboratory

The internal evaluation will be done on the basis of Active Learning Assignment

Practical/Viva examination will be conducted at the end of semester for evaluation of performance of students in laboratory.



**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)

