

GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master in Pharmaceutical Management (MPM) (Five year integrated dual degree course) Sem-VIII

Subject: STRATEGIC MANAGEMENT

Subject Code: 4380201

Objectives:

- To introduce learners concept of strategic management and need and importance of strategic management in contemporary business scenario.
- To familiarize the learners with the strategies at corporate, business and functional Levels.
- To understand and analyze the firm's external environment, the resources and thus carrying out SWOT analysis for strategy formulation.
- To understand the process of strategy implementation and the challenges of managing a change.

Course Contents:

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	Introduction to Strategic Management and Business Policy – Hierarchy of Strategic Intent.	3	7
II	Strategic Formulation: Environmental Appraisal :Organizational Appraisal	6	14
III	Business Level Strategies, Corporate level Strategies, Acquisition and Restructuring Strategies.	9	21
IV	Strategy Implementation : Corporate governance : Organizational Structure and Controls : Strategic Entrepreneurship : Strategic Leadership	12	28
V	Presentation of Case Studies Air Deccan : Maruthi Udyog Limited : Bharat Petroleum Corporation Ltd ;; Reliance Retail : Case of Jammu and Kashmir Bank : Internationalization Strategy of Wipro in Europe: Case of Rajasthan Shiksha karmi Project :	8	Internal Evaluation (20 marks of CEC)

TEXT BOOKS:

Sr. No	Author	Name of Text Book		Publisher Edition
T1	Azhar Kazmi	Strategic Management and Business Policy	Tata McGraw Hill	Latest Edition
T2	Duane Ireland , Robert Hoskisson and Michael Hitt	Strategic Management	CENAGE Learning	Latest Edition
T3	Robert Grant	Contemporary Strategic Management	Wiley India Pvt. Ltd	Latest Edition

Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
R1	Michael Porter	Competitive Advantage: Creating and Sustaining Superior Performance	Free Press	Latest Edition
R2	P. Subba Rao	Business Policy and Strategic Management	Himalaya Publishing House	Latest Edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

The Students will have to refer to past issues of the following journals in order to get relevant topic/ information pertaining to the subject.

1. Business India
2. Business Today
3. Business Standard – Strategy Supplement.

Note: Students are advised to go through Strategy Quiz section of Business Standard and participate in the quiz which appears in Strategy section of Business Standard (Supplement on Mondays).

Session Plan: The course duration is of 36 sessions of 60 minutes each i.e. 36 hours.

Session Nos.	Topics to be covered
1-3	Evolution of Strategic Management and Business Policy : Understanding Strategy ; Strategic Decision Making ; Schools of thought on strategic management : Strategic intent , vision , Mission , Business Model , Goals and Objectives .
4-6	Environmental Appraisal: Concept of Environment : Environmental Sectors : Environmental Scanning : Appraising the Environment :
7-9	Organization Appraisal Dynamics of Internal environment : Organizational capability factors : Considerations and Methods and Techniques used in Organization Appraisal : structuring Organization Appraisal
10 -12	Strategy at the Business Level: Customers and Their Relationship: The Purpose and types of Business Level Strategy.
13-15	Levels of and Reasons for diversification: Related vs Unrelated Diversification: Value neutral and value reducing diversification.
16-18	Popularity of Mergers and Acquisitions Reasons for acquisitions: Problems in achieving acquisition success. Effective acquisitions.
19-21	Corporate governance: Separation of Ownership and Management Control. Board of Directors: Executive compensation: International Corporate Governance; Governance Mechanism and Ethical Behavior.
22-24	Organizational Structure and Controls : Relationship between Strategy and Structure : Evolution Patterns of Strategy and organization Structures : Implementing Business Level and Corporate Level Strategies
25-27	Strategic Entrepreneurship: Innovation: Entrepreneurs: Internal Innovation. Implementing Internal Innovation .Innovation through Co-operative Strategies, Innovation through Acquisitions: Creating Value through Strategic

	Entrepreneurship.
28-30	Strategic Leadership :Strategic Leadership and Style : The Role of Top-Level Managers : Managerial Succession Key Strategic Leadership Action
31-36	Case Discussions and Case Presentations: Cases Listed.

Scheme of Evaluation:

A	Final University Exam	70 Marks
B	Institute – Midterm Exam	30 Marks
C	Internal Evaluation	30+20 = 50 Marks