

# GUJARAT TECHNOLOGICAL UNIVERSITY

## CIVIL (CONSTRUCTION ENGINEERING AND MANAGEMENT) (14)

STRATEGIC MANAGEMENT

SUBJECT CODE: 2721407

SEMESTER: II

Type of course: OPEN ELECTIVE

Prerequisite: NA

Rationale: NA

### Teaching and Examination Scheme:

Teaching Scheme			Credits C	Examination Marks						Total Marks
L	T	P		Theory Marks		Practical Marks				
			ESE (E)	PA (M)	ESE (V)		PA (I)			
					ESE	OEP	PA	RP		
3	2#	2	5	70	30	20	10	10	10	150

### Content:

Sr. No.	Content	Total Hrs	% Weightage
<b>1</b>	<b>Strategy and Process</b> Conceptual framework for Strategic Management, The Concept of Strategy and the Strategy Formation Process, Stakeholders in business, Vision, Mission and Purpose, Business definition, Objectives and Goals, Corporate Governance and Social responsibility, Case study.	<b>08</b>	<b>15</b>
<b>2</b>	<b>Competitive Advantage</b> External Environment, Porter's Five Forces Model, Strategic Groups Competitive Changes during Industry Evolution, Globalization and Industry Structure, National Context and Competitive advantage Resources, Capabilities and competencies, Core competencies, Low cost and differentiation Generic Building Blocks of Competitive Advantage, Distinctive Competencies, Resources and Capabilities durability of competitive Advantage, Avoiding failures and sustaining competitive advantage, Case study.	<b>12</b>	<b>20</b>
<b>3</b>	<b>Strategies</b> The generic strategic alternatives, Stability, Expansion, Retrenchment and Combination strategies, Business level strategy, Strategy in the Global Environment, Corporate Strategy, Vertical Integration, Diversification and Strategic Alliances, Building and Restructuring the corporation, Strategic analysis and choice, Environmental Threat and Opportunity Profile (ETOP), Organizational Capability Profile, Strategic Advantage Profile, Corporate Portfolio Analysis , SWOT Analysis, GAP Analysis, Mc Kinsey's 7s Framework, GE 9 Cell Model, Distinctive competitiveness, Selection of matrix, Balance Score Card, case study.	<b>12</b>	<b>30</b>

<b>4</b>	<b>Strategy Implementation &amp; Evaluation</b> The implementation process, Resource allocation, Designing organizational structure, Designing Strategic Control Systems, Matching structure and control to strategy, Implementing Strategic change, Politics, Power and Conflict, Techniques of strategic evaluation & control, Case study.	<b>12</b>	<b>25</b>
<b>5</b>	<b>Other Strategic Issues</b> Managing Technology and Innovation, Strategic issues for Non Profit organizations, New Business Models and strategies for Internet Economy, case study.	<b>8</b>	<b>10</b>

**Reference Books:**

1. Business policy & strategy. William F Glueck & L. R. Jauch. McGraw Hill.
2. Management policy & strategy. Steiner G. & J. Miner. Macmillan New York.
3. Government and Business in INDIA. Dasgupta A. & Sen Guha. Allied publishers, Calcutta.
4. Organization Strategy structure & processes. Miles r. & C Snow. McGraw Hill
5. Strategic planning systems. Hofer C. & D. Vencil. Englewood cliffs.
6. Strategic Management. Neil Ritson & ventus publishing
7. Strategic Management concepts & cases. G. Sudarsana Reddy, K. Aswathappa. Himalaya publishing house
8. Strategic Management: The Indian Context, 3<sup>rd</sup> Ed, Srinivasan, PHI learning pvt. Ltd.

**Course Outcome:**

After learning the course the students should be able to:

1. identify the relevant government environmental laws, policies, regulations etc. with respect to a given industry/firm.
2. analyze the relevant government environment for corporate planning and policy decisions.
3. recognize the impact and changes in the regulatory and other profiles of the government environment over different stages of corporate growth.
4. Achieve corporate Sustainability.
5. Compete with competitors.
6. Increase market share.

**List of Experiments:**

**Open Ended Problems:**

**Review Presentation (RP):** The concerned faculty member shall provide the list of peer reviewed Journals and Tier-I and Tier-II Conferences relating to the subject (or relating to the area of thesis for seminar) to the students in the beginning of the semester. The same list will be uploaded on GTU website during the first two weeks of the start of the semester. Every student or a group of students shall critically study 2 papers, integrate the details and make presentation in the last two weeks of the semester. The GTU marks entry portal will allow entry of marks only after uploading of the best 3 presentations. A unique id number will be generated only after uploading the presentations. Thereafter the entry of marks will be allowed. The best 3 presentations of each college will be uploaded on GTU website