

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT.

Syllabus For M.COM PART - II

(In Force From: 2006 - 2007)

MC 2.4 STRATEGIC MANAGEMENT.

Objective

The objective of this course is to enhance decision making abilities of students in situations of uncertainty in a dynamic business environment.

Section - I

Course Inputs :-

1. **Concept of Strategy:** Defining strategy, levels at which strategy operates, Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBU); Functional level strategies. **10%**
2. **Environmental Analysis and Diagnosis:** Concept of environment and its components; Environment scanning and appraisal; Organisational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis. **10%**
3. **Strategy Formulation and Choice of Alternatives:** Strategies-modernisation, diversification, integration; Merger, take-over and joint strategies; Turnaround, divestment and liquidation strategies; Process of strategic choice-industry, competitor and SWOT analysis; Factors affecting strategic choice; Generic competitive strategies-cost leadership, differentiation focus, value chain analysis, bench marking, service blue printing. **20%**
4. **Functional Strategies:** Marketing, production/operations and R&D plans and policies. **10%**

Section - II

5. **Functional Strategies:** Personnel and financial plans and policies. **10%**
6. **Strategy Implementation:** Inter-relationship between formulation and implementation; Issues in strategy implementation; Resource allocation. **10%**
7. **Strategy and Structure:** Structural considerations, structures for strategies; Organisational design and change. **10%**
8. **Strategy Evaluation:** Overview of strategic evaluation; Strategic control; Techniques of strategic evaluation and control. **10%**
9. **Global Issues in Strategic Management.** **10%**

References :-

- Bhattachary, S.K. and N. Venkataramin: Managing Business Enterprises: Strategies, Structures and Systems, Vikas Publishing House, New Delhi.
- Budhiraja, S.B. and M.B. Athreya: Cases in Strategic Management, Tata McGraw Hill, New Delhi.
- Christensen, C. Roland, Kenneth R. Andrews, Joseph L. Bower, Richard G. Hamermesh, Michael E. Porter: Business Policy: Text and Cases, Richard D. Irwin, Inc. Homewood, Illinois.
- Coulter, Mary K: Strategic Management in Action, Prentice Hall, New Jersey.
- David, Fred R: Strategic Management, Prentice Hall, New Jersey.
- Glueck, William F. and Lawrence R. Jauch: Business Policy and Strategic Management, McGraw-Hill, International Edition.
- H. Igor, Ansoff: Implanting Strategic Management, Prentice Hall, New Jersey.
- Kazmi, Azhar: Business Policy, Tata McGraw Hill, Delhi.
- Michael, E Porter: the Competitive Advantage of Nations, Macmillan, New Delhi.
- Mintzberg. Henry and James Brian Quinn: The Strategy Process, Prentice Hall, New Jersey.
- Newman, William H. and James P. Logan: Strategy, Policy and Central Management, South Western Publishing Co., Cincinnati, Ohio.
- Sharma, R.A.: Strategic Management in Indian Companies, Deep and Deep Publications, New Delhi.