

Veer Narmad South Gujarat University, Surat.

M. Com. - 2

Semester – 3 (With effective from 2014-15)

STRATEGIC MANAGEMENT

Unit-1 Strategy and Strategic Management: (25)

- i. Definition and Characteristics of Strategy
- ii. Definition, Characteristics and Process of Strategic Management
- iii. Levels of strategy (functional level, SBU level, corporate level, global level) and examples of strategies of companies

Unit-2 Environmental Analysis and SWOT Analysis (25)

- i. Concept of environmental analysis
- ii. Organisational Appraisal (meaning and process)
- iii. Components of environmental analysis
- iv. SWOT Analysis

Unit-3 Global Issues in Strategic Management (25)

- i. Modes of entry in global market (licensing, franchising, FDI, joint ventures, EPC and Trunkey Contracts)
- ii. Concerns related to global issues in strategic management

Unit-4 .Assessing Corporate capabilities and resources. (25)

- i. Resource based view.
- ii. Corporate capabilities.
- iii. Establishing and sustaining a competitive advantage
- iv. the value chain Analysis
- v. resource audit and utilization..
- vi. Business process re engineering.

References;

1. Strategic marketing—making decisions for strategic advantage by Musadiq. A. Sahaf. Prentice hall India
2. Strategic management and marketing by Narendra singh. Himalaya publishing house
3. strategic management – L.M. Prasad-Sultanchand
4. Strategic Management – Azhar Kazmi-Tata Mc GrawHill
5. Business Policy and Strategic Management – Subba Rao- Himalaya publications

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M. Com. – 2

Semester – 4 (With effective from 2014-15)

STRATEGIC MANAGEMENT

Unit-1 Strategy Formulation: (25)

- i. Meaning of strategy formulation, Process of establishing objectives
- ii. Types of strategies (stability, expansion, retrenchment, combination, reengineering, e-engineering)
- iii. Process of strategy formulation

Unit-2 Strategy Implementation (25)

- i. Aspects of strategy implementation; concept, approaches and bases of resources allocation
- ii. Process and problems of strategy implementation
- iii.

Unit-3 Functional Strategies: (25)

- i. Meaning of Functional Strategies
- ii. Contents of Financial (Sources of Funds, Usage of Funds & Management of earnings), Marketing (4 Ps), Operating (make or buy, inventory level, quality control, cost cutting) and Personnel Strategies (Recruitment, Development, Appraisal/Promotion, Motivation, Retirement)

Unit-4 Strategy Evaluation (25)

- i. Concept of strategy evaluation
- ii. Strategic and Operational control (meaning and difference)
- iii. Techniques of Strategic {(Strategic Momentum Control – responsibility control centers, key success factors, common strategic approach) and (Strategic Leap Control – issue management, strategic field analysis, systems modeling, scenario)} and Operational evaluation and control {(Internal Analysis – value chain analysis, quantitative analysis, qualitative analysis), (Comparative Analysis – industrial standards, benchmark) and (Overall Analysis – Balanced Score Card, Key factor analysis)}

References;

1. Strategic marketing—making decisions for strategic advantage by Musadiq. A. Sahaf. Prentice hall India
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