

<b>VEER NARMAD SOUTH GUJARAT UNIVERSITY</b> <b>SYLLABUS 2022-23</b> <b>M. COM PART-II EXTERNAL</b>	
<b>STRATEGIC MANAGEMENT</b>	
<b>UNIT-I Strategy and Strategic Management</b> <ul style="list-style-type: none"> <li>- Concept, Emergence, Definition and Examples of Strategy</li> <li>- Characteristics and Examples of Strategy</li> <li>- Definition and Characteristics of Strategic Management</li> <li>- Process of Strategic Management</li> <li>- Benefits(Importance) &amp; Limitations of Strategic management</li> </ul>	10%
<b>UNIT-II Strategic Intent</b> <ul style="list-style-type: none"> <li>- Defining Vision, Mission, Objectives and Purpose</li> <li>- Characteristics of Vision</li> <li>- Elements of Mission</li> <li>- Characteristics of Objectives</li> <li>- Process of Setting Objectives</li> <li>- Issues in Setting of Objectives</li> <li>- Role of Vision, Mission and Objectives</li> </ul>	10%
<b>UNIT-III Environment Analysis and SWOT Analysis</b> <ul style="list-style-type: none"> <li>- Concept of Environmental Analysis</li> <li>- Components of External Environment Analysis (Economic, Social-Cultural, Technical, Market, Regulatory, Political, Supplier, International(Global))</li> <li>- Components of Internal Environment Analysis (Resources-Tangible and Intangible and Capabilities)</li> <li>- SWOT Analysis</li> </ul>	15%
<b>UNIT-IV Types of Strategies</b> <ul style="list-style-type: none"> <li>- Grand Strategies: Stability (Pause and Proceed No Change Profit Incremental Growth, Modernization)</li> <li>- Grand Strategies: Expansion (Diversification, Integration, Mergers and Acquisitions, Strategic Alliances Take-over, Internalization)</li> <li>- Grand Strategies: Retrenchment (Turnaround, Divestment, Liquidation, De-Merger)</li> <li>- Grand Strategies: Combination (Combination of Grand Strategies)</li> <li>- Retrenchment strategies (Turnaround, Demerger, Divestment, Liquidation)</li> <li>- Re-engineering, E-engineering</li> </ul>	10%
<b>UNIT-V Levels of Strategy</b> <ul style="list-style-type: none"> <li>-Functional level: Meaning and Types               <ul style="list-style-type: none"> <li>(a) Financial Strategies (Source of fund, Usage of fund and Management of earnings)</li> <li>(b) Personal Strategies (Recruitment, Development Appraisal, Promotion, Motivation, Retirement)</li> <li>(c) Marketing strategies (4 P's)</li> <li>(d) Operating strategies (Make or buy, Investing level, Quality Control, Cost Cutting, R &amp; D)</li> </ul> </li> <li>-SBU level: Meaning of SBU its advantages and disadvantages and types of strategy (Generic Competitive Strategies of Porter) Corporate Level (Stability, Expansion, Retrenchment and Combination-Basic understanding only)</li> <li>-Global level: Meaning and types (International, Multi-domestic, Global, Transnational)</li> <li>(e) Difference between Corporate level ,SBU level and Functional level Strategy</li> </ul>	15%

<p><b>UNIT-VI Strategic Formulation and Implementation</b></p> <ul style="list-style-type: none"> <li>- Concept of Competitive Analysis</li> <li>- Industrial analysis ( Competitive five factor analysis of Michael Porter)</li> <li>- Advantages and Limitations of Competitive Factors Analysis</li> <li>- Establishment and sustaining the Competitive Advantages</li> <li>- Meaning and definition of Strategy Formulation</li> <li>- Process of Strategy Formulation/ choice</li> <li>- Meaning and definition of Strategic Implementation</li> <li>- Approaches of Strategic Implementation</li> </ul> <p>(Understanding of Project Implementation, Procedural Implementation, Resource Allocation, Structural Implementation, Behavioural Implementation, Functional Implementation)</p> <ul style="list-style-type: none"> <li>- Difference between Strategic formulation and implementation</li> </ul>	15%
<p><b>UNIT-VII Strategy Evaluation</b></p> <ul style="list-style-type: none"> <li>- Concept of Strategy evaluation</li> <li>- Strategic and operational control ( Meaning and difference)</li> <li>- Techniques of strategic evaluation and controls ( Strategic momentum control, Responsibility control Centers, Key Success Factors, Common Strategic Approach) and (Strategic leap Control Issue Management, Strategic Field Analysis, System Modeling Scenario)</li> <li>- Techniques of Operational Evaluation and Control ( Internal Analysis, Value Chain Analysis, Quantitative Analysis, Qualitative Analysis) and ( Comparative Analysis- Industrial Standard, Benchmarking and Overall Analysis- Balance Scorecard, Key Factor analysis, Service Blue Printing)</li> </ul>	15%
<p><b>UNIT-VIII Global Strategies</b></p> <p>(a) Modes of Entry in Global market, licensing, Franchising, Foreign Direct Investment , Joint venture, EPC and Trunkey contracts</p> <p>(b) Challenges in adopting Global Strategy</p>	10%
<p><b>REFERENCES:</b></p> <ol style="list-style-type: none"> <li>1. Strategic management-making decisions for strategic advantage by Musadiq.A.Sahaf.Prentice hall India.</li> <li>2. Strategic management and marketing by Narendra Singh Himalaya Publishing house.</li> <li>3. Strategic management-L.M.Prasad-Sultanchand.</li> <li>4. Strategic management- Azhar Kazmi-Tata Mcgraw hill.</li> <li>5. Business policy and strategic management- Subba Rao –Himalaya publications.</li> </ol>	