

**M.Com. Part I Semester I**  
**Compulsory Paper**  
**Subject Name -: Strategic Management**  
**Course Code -: 102.**

Unit No.	Topic	Peroids
1.	<b>Nature and Scope of Strategic Management:</b> Characteristics, Dimensions – Approaches to Strateg ic Decision Making, Strategic Management Process – Components of Strategic Manage ment Model, - Policy & Strategic Management, Strategic role of Board of Directors and Top Management, Strategic Implications of Social and Ethical Issues.	06
2.	<b>Strategy Formulation and Strategic Analysis:</b> Company’s Goals, Mission and Social Responsibility, Vision – Objectives Analysis of Board Environment – External Environment Factors Economic, Social, Political, Ecological, International, Industrial – Competitive Forces and Strategy, Industry Analysis (Michael Porter’s Model) Analysis of Strategic advantage, - Resource Audit, Value Chain Analysis, Core Competencies, SWOT Analysis, Analysis of Stakeholders Expectations.	06
3.	<b>Strategic Planning:</b> Conceptual Understanding of Strategic Plan, - Meaning, Stages (Steps), Alternatives, Advantages and Disadvantages of Strategic Planning, How to make it effective?.	10
4.	<b>Strategic Choices/Options:</b> Generating Strategic Alternatives, Strategic Options at Corporate (Company) Level – Stability, Growth and Defensive Strategies, External Growth Strategies – Mergers, Acquisition, Joint Ventures and Strategic Alliance, Evaluation of Strategic Alternatives, - Product Port Folio Models, Selection of Suitable Corporate Strategy.	06
5.	<b>Strategy Implementation:</b> Implementation Issues, Planning and Allocating Resources, – Financing Planning, Manpower Planning, Organizational Structures, - Factors affecting choice of structure, Degree of Flexibility and Autonomy.	06
6.	<b>Functional Strategy:</b> Marketing Strategy – Nature, Significance, Formulati ng Marketing i.Strategy ii.Production Strategy – Need, Formulation of Producti on of Strategy for an organization. iii.Research and Development (R&D) Strategy –Need, Form ulating R and D Strategy iv.Human Resource (HR) Strategy – Acquisition of Human Resources, motivation and maintenance of HR Financial Strategy – Need, Financial Objectives, Ma king Strategic v.Financial Decisions vi.Logistics Strategy	08
7.	<b>Strategic Review:</b>	08

Evaluating the Strategic Performance – Criteria and Problems –Concepts of Corporate Restructuring, Business Process Reengineering, Benchmarking, TQM, Six Sigma	
	<b>Total</b>

### **Recommended Books**

1. From Strategic Planning to Management -By Ansoff M.Igor, R. P. Declorch, R. I. Hayes (Willey 1976)
2. Cases in Strategic Management – By Buddhiraja S. B. and M. B. Athreeya (TMH Publishing Company, New Delhi, 1996)
3. Business Policy:Strategic Planning and Management, By Ghosh P. K.8<sup>th</sup> Edition Sultan Chand and Sons, New Delhi
4. Strategic Management -Formulation, Implementation and Control By John A PearceII, Richard B. Robinson Jr. 9<sup>th</sup> Edition (The Mc-Graw Hill Companies)
- 5 .Management Policy and Strategic Management (Concepts, Skills and Practices) By R. M. Srivastava, Himalya Publishing House
6. Contemporary Strategy Analysis By Grant Robert M. 2<sup>nd</sup> Edition Blackwell Publisher (USA)
- 7 .Strategic Management of Organizations and Stakeholders –Concepts and Cases By Harrison and St. John, South western College Publishing, Ohio, USA-1998
8. Strategic Management By Hunger, J. David and Thomas Wheeler, 6<sup>th</sup> Edition, Addison Wesley Longman Inc., USA
9. Strategic Management Concepts and Cases By J. Thomson, Athur and M. J. Strickland – III, McGraw Hill 2001
- 10 .Strategic Management -By Miller A , McGraw Hill 1998
11. Strategic Management -By Hitt MA et.al, South Western, 2001
12. Essence of Strategic Management –By Bowman, Cliff, Prentice Hall N. J.