

MASTER OF COMMERCE - THIRD SEMESTER

STRATEGIC MANAGEMENT

Code: **HC 3.2**

Contact Hours: 64

Credit Points: 4

Evaluation: Continuous Internal Assessment – **30 Marks**

Semester-End Examination – **70 Marks**

Univ Code:

Work load: **4 hours per week**

Objective: This course acquaints the students with conceptual framework of strategic management and facilitates the students in formulation and implementation of strategies.

Pedagogy: A combination of Lecture, Case Analysis, Group Discussion, Seminar, Assignment.

Module 1: Strategic Management– An overview, nature and scope of strategic management, level of strategic management, concept of strategy, formal planning and strategic intent, strategic planning process, strategic management v/s operational management, Gap analysis.

Module 2: Corporate Mission and Objectives– Concept of mission and vision, constituents of corporate mission, stakeholders – goals and corporate mission; objectives – concept, hierarchy and importance of objectives setting, corporate governance and strategy, ethics in strategic management.

Module 3: External and Internal Analysis – Concept of environment, types and importance; PEST analysis; analysis of Michael Porter’s Five Forces Model, strategic groups and preparation of ETOP internal analysis – concept of competitive advantage – resources and capabilities; value chain analysis; internal factor analysis and preparation of SAP

Module 4: Strategy Formulation and Implementation - strategic planning and approach to strategic formulation, developing alternative strategies, types of strategies; strategy activation, policies, organization structure, resources, commitment and corporate culture.

Module 5: Strategic Evaluation and Control - concept and purposes of strategic evaluation and analysis, strategic control system; ROI, budgeting, auditing system; feedback and information systems

Recommended Books

1. Hill and Jones, **Strategic Management**, All India Publishers, Chennai.
2. Hill & Jones, **Strategic Management – Text & Cases**, All India Publishers, Chennai.
3. Lawrence R. Jaunch and Sillian F.B. Blaeck, **Business Policy and Strategic Management**, McGraw Hill, Singapore.
4. Johnson and K.Scholes, **Exploring Corporate Strategy**, Prentice Hall, New York.
5. AzarKazmi, **Business, Policy**, TMH, New Delhi.
6. G.Hamel & C.K. Prahlhad, **Competing for the Future**, Free Press, New York.
7. M.E. Porter, **Competitive Advantage**, Free Press, New York.

8. P. Ghemawat, **Commitment: The Dynamics of Strategy**, Harvard Business School Press, Boston.
9. Peers and Robinson, **Strategic Management**, AITBS, New Delhi.
10. R.M. Srivastava, **Corporate Strategy and Planning**, TMH, New Delhi.