

**M.COM Part I**  
**Compulsory Paper**  
**Strategic Management**

<b>Semester I</b>		<b>Subject Code</b> MCM 11502	<b>Total No of Lectures :</b> 50
<b>Objectives</b>			
<ul style="list-style-type: none"> <li>To enable students develop an understanding of the basic inputs of formulating and implementing strategic management decisions.</li> <li>To familiarize students with the issues and Practices in strategic management decisions.</li> </ul>			
<b>Unit No</b>	<b>Topic</b>	<b>No of Lectures</b>	
1.	<b>Introduction, Nature and Scope of Strategic Management :</b> Meaning , Definition & Scope of Strategic Management, , <b>Approaches to Strategic Decision Making</b> , Roles of Different Strategists , Strategic Management Process, Principles of Good Strategy, Relevance of Strategic Management, Limitations, International Strategic Management, Strategic Management in India.	08	
2.	<b>Strategic Formulation &amp; Analysis:</b> Vision, Mission & objectives, values and cultures, Analysis of Broad Environment- Environmental Profile-Internal & External; Competitive Forces and Strategies- Michael Porters Model of Industry Analysis. Analysis of Strategic Advantage – Resource Audit; Value Chain Analysis; C.K.Prahlad's approach to Core Competences; SWOT Analysis. Ethics and CSR of organizations.	08	
3.	<b>Strategic Choice:</b> Steps in the process of strategic planning, Generating Strategic Alternatives. Strategic options at Corporate Level – Stability, Growth and Defensive Strategies. External Growth Strategies – Merger, Acquisition, Joint Venture and Strategic Alliance. Evaluation of Strategic Alternatives – Product Portfolio Models. Selection of a suitable Corporate Strategy.	10	

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4.	<b>Strategic Implementation &amp; Functional Strategies:</b> <ul style="list-style-type: none"> <li>• Components of Strategic Implementation and Execution,</li> <li>• Role of leadership in Strategic Management,</li> <li>• <b>Functional Strategies – Production, Human Resource, Finance, Marketing and R. &amp; D,</b></li> <li>• Strategic Control.</li> </ul>	12
5.	<b>Strategic Review: Evaluating Strategic Performance –</b> Criteria and Problems. <b>Tools of Alignment and Realignment of Strategy</b>	05
6.	<b>Cases in Strategic Management</b>	07
	<b>Total No of Lectures</b>	<b>50</b>

### Suggested Readings:

1. Cherunilam Francis., *Business Policy and Strategic Management*, 4<sup>th</sup> Revised Edition, Himalaya Publishing House, 2015.
2. Rao V S P, Harikrishna v., *Strategic Management Text and Cases*, 2006, Excel Books.
3. David R Fred., *Strategic Management-Concepts and Cases*, Tenth Edition, 2006, Pearson Education Inc.
4. Ram Pattabhi V., *First Lessons in Strategic Management*, Second Edition, Snow Whit Publications, Mumbai, 2012
5. Ghosh P K., *Business Policy: Strategic Planning and Management*, 8<sup>th</sup> Edition, Sultan Chand and Sons, New Delhi
6. N.A. Orcullo, *Fundamentals of Strategic Management*
7. Philip Sadler, *Strategic Management*

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