

**B. COM
SEMESTER –V
BUSINESS MANAGEMENT
Major 3
(STRATEGIC MANAGEMENT)
100 Marks-75 Lectures**

OBJECTIVE: This paper aims at enabling students to learn about the basics of Strategic Management and to enlighten them with various strategies employed by the business firms to have a competitive advantage in the highly competitive and globalised business environment.

UNIT I – STRATEGIC MANAGEMENT: INTRODUCTION (20 Marks – 15 Lectures)

1. Strategy: Definition, meaning, elements
2. Strategic management: Definition, meaning
3. Strategic management process: Fred R David's model
Stages > (i) Formulation (ii) Implementation (iii) Evaluation
4. Levels of strategy: Corporate, SBU, Functional
5. Strategic management: advantages & limitations
6. Distinguish between Strategic Management & Operational Management

UNIT II – STRATEGY FORMULATION (22 Marks – 14 Lectures)

1. Vision: Definition, meaning, vision statement- meaning
2. Mission: Definition, meaning, Elements,
Mission Statement – Meaning, Characteristics
3. Objectives: Definition, Meaning, Characteristics, Objectives by Peter Drucker
4. Environmental Analysis:
 - i) Macro and Micro: meaning
 - ii) Internal Environment: Meaning, Factors
 - iii) External Environment: Meaning, Factors

UNIT III – STRATEGIC ANALYSIS (22 Marks – 14 Lectures)

1. Michael E. Porter's Five force Analysis (with diagram)
2. Kenichi Ohmae's four routes to strategic advantage
3. SWOT Analysis
4. BCG Analysis
5. Value Chain Analysis
6. Mc Kinsey's 7-S Framework

UNIT IV – STRATEGIC IMPLEMENTATION

(20 Marks – 15 Lectures)

- 1. Meaning of Strategic Implementation**
- 2. Steps to strategic Implementation**
- 3. Approaches to strategic implementation**

UNIT V – STRATEGIC EVALUATION AND CONT [Marks: 16 , Lectures: 12]

- 1. Meaning of Strategic Evaluation**
- 2. Strategic Control**
- 3. Balanced Scorecard: Definition, Meaning, Perspective (with diagram)**

Books for Study and Reference:

- 1) Lawrence Jauch & William G Luck: Business Policy & Strategic Management**
- 2) Michael Porter: Competitive Advantages**
- 3) Alex Miller & Irwin: Strategic Management (Mc Graw Hill)**
- 4) P. Subba Rao: Strategic Management (Himalaya Publishing House)**
- 5) Alfred A Marcus: Management Strategy (Tata Mc Graw Hill)**
- 6) Francis Cherunilam (Himalaya Publishing House)**
- 7) Gupta V Gollakotak & Srinivasan: Business Policy & Strategic Management (New Delhi- Prentice Hall of India)**
- 8) Pearce J A & Robinson Jr. R B (1995): Strategic Management – Strategy Formulation & Implementation (Prentice Hall of India)**
- 9) R Srinivasan: Strategic Management**
- 10) Fred R David: Strategic Management – Concepts & Cases (PHI Learning)**
- 11) Mason A Carpenter, Wm Gerard Spanders & Prashant Salwan: Concepts & Cases – Strategic Management – A Dynamic Perspective (Pearsons Publication)**
- 12) G. Sudarsana Reddy: Strategic Management (Himalaya Publishing House)**
- 13) Ravi M Kishore: Strategic Management – Text & Cases (Taxmann's)**
- 14) Thomas L Wheelan, David Hunger & Krish Rangarajan: Concepts in Strategic Management & Business Policy (Pearsons Publication)**
- 15) Samuel C Certo & Paul Peter: Strategic Management – A focus on Process (Tata Mc Graw)**

Sanjay Mohapatra: Case Studies in Strategic Management – A Practical Approach (Pearsons)

