

Programme : Master of Commerce [M.Com]
 Course Code : COM-524
 Course Title : Strategic Management
 Number of Credits : 4
 Effective from AY : 2022 – 2023

Pre-requisites for the Course:

NIL

Objectives of the Course:

The course will help the students to understand the significance of **positioning** the firm from a lower level to a higher level wherein more value is added, created, and generated towards the firm by thoroughly understanding complex environmental factors, which provides the answer to (i) **Where we are**, (ii) **Where we want to go**, (iii) **What factors are influencing** and (iii) **How we can reach the goal**. This exercise will help them mold their future by understanding that whatever they learned in Strategic Management applies to their personal lives and goals. This will help them become a good citizen, i.e., a person with a strong backbone by following the applicable rules and regulations rather than violating them and becoming like a boneless chicken where they will always be saying YES when they want to say NO. This course also allows them to be more proactive rather than reactive.

Course Content

Unit 1	Introduction to Strategy and Strategic Management	15 Hours
Strategy vs Policy-Business and its nature - Art of Positioning – Approaches – Types of Strategies [Indented / Deliberate / Realised / Unrealised / Emergent] – Business Life Cycle[Read Research Papers] - Gap Analysis [FA & EA] / Organisational Direction [Strategic Intent].		
Unit 2	Strategy Formulation	15 Hours
Integration of Inputs from FA & EA [CQA / SWOT / E-TOP / PESTEL] – Levels of Strategy formulation – Organisational Level [General Strategic Options & Portfolio Analysis and Display Matrices] – Business Level [5 Force Analysis] – Functional Level – Individual Level.		
Unit 3	Strategy Implementation	15 Hours
Issues [Success / Roulette / Trouble / Failure] – 4 Stages of Strategy Implementation [Analyse Change / Analyse Structure / Analyse Culture / Select Approach / Implement].		
Unit 4	Strategy Evaluation and Control	15 Hours
Role of Information – Types of Information Systems [MIS & MDSS – Big Data and Data Analytics] – 4 Stages of Strategic Evaluation & control. [Bench Mark / Actual / Variance / Corrective Action] – Techniques of Evaluation [Gap / SWOT / PESTEL] – Types of Control [Premise / Implementation / Surveillance / Special Alert].		

Pedagogy:

The following methods and forms of study are used in the course
 Lectures, Case Studies, and Self-study (doing home assignments based on the reading of research papers on various aspects of Strategic Management)
 Self-study on reading research papers and Reference books in the Strategic Management area to understand better the intricacies of strategic management in the present globalized business world.

Reference / Readings:

1. Aswathappa K, Reddy. G, *Business Environment for Strategic Management, Text and Cases*, Himalaya Publishing House, 5th June 2017.

2. Azhar Kazmi, *Strategic management and business policy*, McGraw-Hill Education, 3rd edition.
3. Peter F. Drucker, *Management: Tasks, Responsibilities*, HarperCollins Publishers 1st edition, 1986
4. Samuel C. Certo and J Paul Peter, *Strategic Management*, Mc. Graw Hill, 1991

Online Resources:

1. <https://www.pdfdrive.com/strategic-management-e29174092.html>
2. <https://www.himpub.com/documents/Chapter687.pdf>
3. <https://www.pdfdrive.com/strategic-management-and-business-policy-e18825038.html>
4. <https://www.pdfdrive.com/strategic-management-e29174092.html>
5. <https://www.himpub.com/documents/Chapter687.pdf>
6. <https://www.pdfdrive.com/strategic-management-and-business-policy-e18825038.html>
7. <https://www.youtube.com/watch?v=WKr-lfE4QaE>

Course Outcomes:

Upon completion of the course, the students will be able to:

CO1: Various strategic management analysis tools for understanding the present status, viz., FA, EA, SWOT, E-TOP, PEST, PESTEL, CQA, etc.

CO2: Carry out BCG and GE display matrices.

CO3: Effectively implement formulated strategy.

CO4: Take corrective actions during the evaluation stage.