

**North Maharashtra University, Jalgaon**  
**(NACC Accredited 'B' Grade University)**  
**COMMERCE & MANAGEMENT FACULTY**  
New Syllabus: **M.Com** (w.e.f. June -2014)  
**SEMESTER: I** Compulsory Paper:  
**Paper 102 Strategic Management**

Semester Pattern: External Marks 60 +Internal Marks 40 = Maximum Total marks: 100 lectures: 48

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**Objective:**

- To understand main concepts and levels of strategic management.
  - To Analyze the main structural features of an industry and develop strategies that position the firm most favorably in relation to competition.
  - To know the resources and constraints for strategy making in a business context.
  - To recognize the different stages of industry evolution and recommend strategies appropriate to each stage.
  - To understand the concept of competitive advantage and its sources and the ability to recognize it in real-world scenarios.
  - To develop recommendations that address the unique strategic issues of organizations.
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**1. Strategic Management: Overview**  
**18**

**Lectures:**

- a) Strategy: Concept, Elements of Strategy, Types, Levels of Strategy Operation, Strategic Decision Making.
- b) Strategic Planning: Concept, Evolution of Strategic Planning, Levels of Strategic Planning, Strategy Makers & Strategic Decisions, Dimensions of Strategic Decisions.
- c) Strategic Management: Definition, Features, Elements in Strategic Management Process, Model of Strategic Management Process.
- d) Business Policy: Nature, Importance, Objectives & Classification, Current Trends in Business Policy, Strategy Vs Policy
- e) Strategic Intent: Vision, Mission, Purpose, Goals and Objectives, Values
- f) Environmental Appraisal: Concepts of Environment, Characteristics, Factors to be Considered for Environmental Scanning, Approaches to Environmental Scanning, Sources of Information for Environmental Scanning, Factors Affecting Environmental Appraisal.
- g) Organizational Appraisal: Capability factors, Methods and Techniques
- h) Strategic Choice: Meaning, Process, Factors and Analysis – Portfolio and SWOT

**2. Competitive Advantage**  
**06**

**Lectures:**

- a) Concept and Sources of Competitive Advantage
- b) Kinds of competitive advantage : Position and Capability and their inter-relationship
- c) Sustainable competitive advantage
- d) Cost-Benefit analysis of competitive advantage

**3. Strategy Implementation**  
**12**

**Lectures:**

- a) Strategy Implementation: Aspects, Project & Procedural Implementation, Resource Allocation,
- b) Structural Implementation – Structural Considerations, Structures for Strategy, Organization Design and Change, Organization Systems.

- c) Behavioral Implementation – Leadership Implementation, Corporate Culture, Corporate Politics and Use of Power, Social Responsibility and Strategic Management, Personal Value and Ethics.

#### **4. Strategy Evaluation and Control**

**Lectures:**

**12**

- a) Strategic Evaluation: Nature, Importance, Participants, Barriers
- b) Strategic Control and Operational Controls, Difference between Strategic Control and Operational Controls
- c) Techniques of Strategic Evaluation and Control

#### **--- REFERENCE BOOKS ---**

1. Business policy and Strategic Management - AzharKazmi, Tata McGraw Hill, New Delhi.
2. Marketing Strategy & Compitative Positioning by Hooley - Pearson Education, Delhi Delhi.
3. Business Policy and Strategic Management: Concepts and Applications - Gupta, Gollakota, Shrinivasan- Prantice Hall India, New Delhi.
4. Strategic Management - Hunger, Wheelen, Addison Weesley
5. Strategic Management - P.SubbaRao, Himalaya Pub.New Delhi.
6. Strategic Management - UpendraKachru, Excel Books, New Delhi.
7. Strategic Management - Francis Cherunilam, Himalaya Publishing House, New Delhi.
8. Strategic Management- Saloner, Shepard, Podolny Willey India
9. Strategic Management - B Hiriyappa, New Age International, New Delhi.
10. Strategic Management - V.S.P. Rao, Harikrishna, Excel Books, New Delhi.
11. Business Policy: Strategic Management - L.M.Prasad, Sultan Chand and Sons, New Delhi.
12. Strategic Management - Prof.Dilip B.Patil Dr.D.D.Bhakkad Prashant Publication, Jalgaon
13. Strategic Management (Marathi) - Prof.Dilip B.Patil Dr.D.D.Bhakkad, Atharva Publication, Jalgaon
14. Strategic Management - Dr.P.R.Chaudhari, Dr.A.N.Chaudhari, Dr.A.P.Sarode, Dr.Y.D.Mahajan Atharva Publication, Jalgaon.

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**COMMERCE & MANAGEMENT FACULTY**  
New Syllabus: M.Com (w.e.f. June -2014)  
**SEMESTER: II Compulsory Paper:**  
**Paper 202 Case Studies in Strategic Management**

Semester Pattern: External Marks 60 +Internal Marks 40 = Maximum Total marks: 100 lectures: 48

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**Comprehensive cases on various strategic situations based on application of strategic management must be discussed and solved, based on topics covered in paper No 102. At least three cases on each topic are expected, and a minimum 16cases in all shall be studied during the semester.**

**--- REFERENCE BOOKS ---**

1. Cases in Strategic Management - Azar Kazami, Tata McGraw Hill, New Delhi.
2. Cases in Strategic Management - Anjali Mittal, Tata McGraw Hill, New Delhi.
3. Business policy and Strategic Management - AzharKazmi, Tata McGraw Hill, New Delhi.
4. Marketing Strategy & Compitative Positioning by Hooley - Pearson Education, Delhi Delhi.
5. Business Policy and Strategic Management: Concepts and Applications - Gupta, Gollakota, Shrinivasan- Prantice Hall India, New Delhi.
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14. Strategic Management (Marathi) - Prof.Dilip B.Patil Dr.D.D.Bhakkad, Atharva Publication, Jalgaon