



# SYMBIOSIS COLLEGE OF ARTS & COMMERCE

An Autonomous College | Under Savitribai Phule Pune University

Reaccredited 'A+' with 3.51 CGPA For Third Cycle By NAAC | College with Potential for Excellence

Bachelor's Degree		First Year		Second Year		Third Year		Master's Degree		First Year		Second Year	
Semester (Tick the relevant semester) ✓		I	II	III	IV	V	VI	Semester (Tick the relevant semester) ✓		I	II	III	IV
Programme	Programme Code							Programme	Programme Code				
BCOM (Management Accounting)							✓	MCOM					
BA								MA Economics					
BCOM Honours								MA English					
BA Honours								MA Psychology					
Name of the Department		Accountancy and Costing											
Name of the faculty/s preparing syllabus		CMA Monica Parikh											
Name of the faculty/s reviewing syllabus		Dr. Tessy Thadathil											
Title of the Subject		Strategic Management (E3)-2											
Paper Number (In case of Specialization)		10											
Subject Code:		60710C19											

<b>Number of Credits:</b>	<b>4</b>		
<b>Date of BOS when subject was approved</b>			
<b>% of Syllabus Revision</b> (Tick the relevant %) ✓	<b>100 %</b> ✓	<b>50 % to 99 %</b>	<b>Less than 50 %</b>
<b>Date of Implementation of Revised/Changed Syllabus</b>	<b>2022-23</b>		
<b>Objectives of the Course:</b>	1. To deploy strategic control systems to create and communicate action plans and allocate resources to implement strategy 2. To search for, develop and evaluate strategic options 3. To create a digital strategy that enables the digital transformation of the organisation		
<b>Gist of this course in maximum 3 to 4 lines</b>	Will focus on organisational ecosystem to diagnose the opportunities and challenges to create value, To search for, develop and evaluate strategic options learn to create a digital strategy that enables the digital transformation of the organisation		
<b>Detailed syllabus</b>			
<b>Unit</b>	<b>Contents of the syllabus</b>		<b>Number of Lectures</b>
<b>1.</b>	<b>Making strategic choices</b> 1.1 Suitability, acceptability and feasibility framework 1.2 Value chain analysis 1.3 Managing product portfolio		<b>8</b>
<b>2.</b>	<b>Strategic Control</b> 2.1 Action plans 2.2 Target setting 2.3 Critical success factors (CSFs) 2.4 Key performance indicators (KPIs)		<b>8</b>
<b>3.</b>	<b>Resource allocation to support strategy implementation</b> 3.1 Audit of key resources and capabilities required to implement strategy 3.2 Matching resources to strategy		<b>8</b>

<b>4.</b>	<b>Management techniques and methodologies</b> <b>4.1</b> Types of change <b>4.2</b> Impact of change on organisational culture <b>4.3</b> Resistance to change <b>4.4</b> Approaches and styles of change management <b>4.5</b> Role of change leader in communication	<b>8</b>
<b>5.</b>	<b>Digital Strategy</b> <b>5.1</b> Governance of digital transformation - Role of board and senior leadership in digital strategy <b>5.2</b> digital transformation – Cloud computing <ul style="list-style-type: none"> <li>• Big data analytics</li> <li>• Process automation</li> <li>• Artificial intelligence</li> <li>• Data visualisation</li> <li>• Blockchain</li> <li>• Internet of things</li> <li>• Mobile</li> <li>• 3-D printing</li> </ul>	<b>12</b>
<b>6.</b>	<b>Elements of digital strategies</b> <b>6.1</b> Business case for digital transformation <b>6.2</b> Participants, interactions and dynamics of ecosystem and impact on strategy <b>6.3</b> Trends in consumption (e.g., hyper personalisation, move from products and services to experience) <b>6.4</b> New metrics (scale, active usage and engagement metrics) <b>6.5</b> Leadership in digital transformation	<b>10</b>
	<b>Total Number of Lectures</b>	<b>54</b>
<b>Relevance to the local/ national /regional/global developmental needs with learning objectives including program outcomes, program specific outcomes and course outcomes of all programs offered by the Institution: (Mention relevant topics below and highlight it in syllabus above in maroon color)</b>  Program Specific Outcomes		

PSO: Apply management and cost accounting skills for decision making in a dynamic business environment.

PSO: Demonstrate critical thinking and problem-solving skills within the prevalent corporate governance framework

Learning Outcomes:

- Analyse the elements of the ecosystem and discuss drivers of change in the ecosystem.
- Discuss the impact of the ecosystem on organisational strategy.

**Topics that focuses on Employability, Entrepreneurship and Skill Development. (Mention relevant topics below and highlight it in syllabus above in blue color)**

- **Employability, unit 1,2,3,4**

**Topics that integrates Cross cutting issues relevant to Gender, Environment and Sustainability, Human Values and Professional Ethics into the Curriculum: (Mention relevant topics below and highlight it in syllabus above in green color)**

**Course Learning Outcomes:**

**On successful completion of the module students will be able to:**

**CO1:** Evaluate strategic options and produce strategy by the integration of choices into coherent strategy.

**CO2:** Develop strategic performance management system and advise on resource allocation to support strategy implementation.

**CO3:** Understand change management techniques and methodologies.

**CO4:** Describe the governance of digital transformation and analysis of digital transformation. Discuss the various elements of digital strategies.

**CO5:** Develop employability, professional and technical skills

**Projects as part of continuous assessment:**

**Topic:** case-based evaluation

**Objectives:** Application of knowledge and skills to real life scenarios

**Learning Outcomes:**

**Internship for Students if any: NA**

**Suggested Reference Books:**

1. Strategic Management (Study Text) Published by Kaplan
- 2 Strategic Management (Exam Kit) Published by Kaplan
3. Strategic Management (Study Text) published by BPP
4. Strategic Management (Exam Kit) Published by Kaplan
5. Strategic Management - planning for domestic and global competition - John A Pearce, Richard B Robinson - Himalaya Publications

**Signatures of Board of Studies Members:**

<b>Designations</b>	<b>Names of BOS members</b>	<b>Signatures</b>
<b>Chairman</b>	Dr. Tessy Thadathil Head, Dept of Costing	
<b>University Nominee</b>	CA Shilpa Bhide	
<b>Member, Academic Council</b>	Dr V K Sawant	
<b>Member, Academic Council</b>	Dr Prasanna Kulkarni	

<b>Industry Expert</b>	Mr. Puratan Bharati	
<b>Alumni Representative</b>	Mr. Shreyas Bagmar	
<b>Department Head</b>	CA Umesh Kulkarni, Head Dept of Accountancy	
<b>Department Teacher</b>	Dr Yogini Chiplunkar	
<b>Department Teacher</b>	Dr Santosh Marwadikumbhar	
<b>Department Teacher</b>	Dr Nilesh Waghmare	
<b>Department Teacher</b>	Dr. Sharayu Bhakare	
<b>Department Teacher</b>	CMA Monica Parikh	
<b>Department Teacher</b>	Mr. Shekhar Paranjape	
<b>Department Teacher</b>	Ms. Aishwarya Kalyanshetti	
<b>Department Teacher</b>	Ms. Poorti Gangal	