



Symbiosis College of Arts and Commerce
(An Autonomous College under Savitribai Phule Pune University)

M. Com.	Semester - I	Subject Code - 17C70001
Title of Subject		
Contemporary Strategic Management		
Objectives :		
<ol style="list-style-type: none"> 1. To familiarise students with relevant concepts in the subject of Strategic Management. 2. To help students to cultivate skills for application of these concepts in resolving business problems. 3. To prepare students to gain mastery over the current analytical tools of strategic management. 		
Sr. No.	Contents	Lectures
1	Introduction to Strategic Management <ol style="list-style-type: none"> 1. Trends and changes in Business Environment. 2. Understanding Strategy <ul style="list-style-type: none"> ▪ Concept of Strategy. 3. Introduction to Strategic Management <ul style="list-style-type: none"> ▪ Meaning, Characteristics and Process ▪ Strategic Management vs. Operational Management ▪ Components of Strategic Management. 	06
2	Strategic Intent <ol style="list-style-type: none"> 1. Meaning and attributes of Vision, Mission and Objectives 2. Difference between Vision and Mission 3. Linkages of objectives to Vision and Mission. 	04
3	Scanning of the Environment <ol style="list-style-type: none"> 1. Appraisal of External Environment <ul style="list-style-type: none"> ▪ Environmental Threat and Opportunity Profile (ETOP) ▪ Industry Analysis – Porter Model. 2. Appraisal of Internal Environment <ul style="list-style-type: none"> ▪ Competitive Advantage, Core Competence, Benchmarking ▪ SWOT Analysis ▪ Value Chain Analysis - Porter Model ▪ Portfolio Analysis - BCG Matrix and GE 9 Cell Model. 	14
4	Strategy Formulation <ol style="list-style-type: none"> 1. Levels of Strategy 2. Types of Strategy. <ol style="list-style-type: none"> A. Growth Strategy <ol style="list-style-type: none"> 1. Expansion through Intensification 2. Expansion through Integration. B. Defensive Strategies <ol style="list-style-type: none"> 1. 'Retrenchment Strategy 2. Turnaround Strategy 3. Survival Strategy 4. Spin-Off Strategy 5. Divestment Strategy 6. Liquidation Strategy. C. Porter's Generic Competitive Strategies 	16
5	Strategy Implementation and Strategy Evaluation	12



	1. Strategy Implementation <ul style="list-style-type: none"> ▪ Barriers to Strategy Implementation ▪ Strategy Implementation - Reengineering and Six Sigma. 2. Strategy Evaluation <ul style="list-style-type: none"> ▪ Operations Control and Strategic Control ▪ Balanced Scorecard. 	
6	Sustainability and Strategic Management <ol style="list-style-type: none"> 1. Integration of Sustainability Issues in Strategic Management 2. Triple Bottom Line - People-Planet-Profits. 	04
7	Contemporary Business Models and their Strategies <ol style="list-style-type: none"> 1. E-Commerce Business Models 2. Traditional Businesses with Internet Strategies 3. Virtual Value Chain. 	04
Total		60

❖ **Suggested List of Resources:**

a) **References:**

1. **Strategic Management: An Integrated Approach** – By Charles Hill and Gareth Jones, biztantra Publication.
2. **Strategic Management and Business Policy** - By Azhar Kazmi, McGraw Hill Publication.
3. **Strategic Planning formulation for Corporate Strategy** – By Namakumari and Ramaswami.
4. **Cases in Strategic Management** – By Buddhiraja S. B. and M.B. Athreya, TMH Publishing Company, New Delhi, 1996.
5. **Business Policy: Strategic Planning and Management**, - By Ghosh P. K., 8th Edition Sultan Chand and Sons, New Delhi.
6. **Management Policy and Strategic Management (Concepts, Skills and Practices)** - By R. M. Srivastava, Himalaya Publishing House.
7. **Strategic Management** - by Dr. Yogeshwari L. Giri.

b) **Websites:**

1. <http://www.thepalladiumgroup.com>
2. <http://www.mckinsey.com>

c) **Journals and supplementary Material:**

1. The Essentials, Harvard Business Press, 2011 Edition.
2. Core Competence, Distinctive Competence, and Competitive Advantage: What Is the Difference? By Mooney, Ann. Journal of Education for Business, Nov/Dec, 2007, Vol. 83 Issue 2.
3. Managing Core Competence of the Organization by Srivastava, Shirish C., Vikalpa: The Journal for Decision Makers, Oct-Dec, 2005, Vol. 30 Issue 4.
4. Competitive Strategy: Techniques for Analyzing Industries and Competitors by Michael E. Porter, First Free Press Edition, 1980.

