



Gyanmanjari

Innovative University

Course Syllabus
Gyanmanjari Institute of Commerce
Semester-1(M.Com)

Subject: Strategic Management -MCOXX11505

Type of course: Major

Prerequisite:

Prerequisites for understanding "Strategic Management" include a solid foundation in general management principles, knowledge of business fundamentals, environmental analysis tools, strategic frameworks and models, and strong critical thinking skills for effective application in real-world scenarios.

Rationale:

Studying strategic management empowers individuals to master the art of strategic planning, enabling them to navigate complex business environments, leverage strengths, and secure sustainable competitive advantages. This knowledge cultivates future business leaders capable of informed decision-making and steering organizations to success in a dynamic global landscape.

Teaching and Examination Scheme:

Teaching Scheme			Credits	Examination Marks					Total Marks
CI	T	P		C	Theory Marks		Practical Marks		
			ESE		MSE	V	P	ALA	
04	00	00	04	60	30	10	00	50	150

Legends: CI-ClassRoom Instructions; T – Tutorial; P - Practical; C – Credit; ESE - End Semester Examination; MSE- Mid Semester Examination; V – Viva; CA - Continuous Assessment; ALA- Active Learning Activities.



Continuous Assessment:

(For each activity maximum-minimum range is 5 to 10 marks)

Sr. No	Active Learning Activities	Marks
01	<p>SWOT Analysis of a Company Students will choose a company of their choice and conduct a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis. They should identify the company's internal strengths and weaknesses, as well as external opportunities and threats and upload it on Moodle.</p>	10
02	<p>Business Model Canvas Students will create a business model canvas for an existing organization or a startup idea and upload it on Moodle.</p>	10
03	<p>Industry Analysis Presentation Faculty will assign each student a different industry to research, and then have them create a brief presentation on the industry's strategic challenges and opportunities and upload PPT on Moodle.</p>	10
04	<p>Strategic Management Blog Post Students will write a short blog post explaining the importance of strategic management and its impact on businesses and upload it on Moodle.</p>	10
05	<p>Student choice activity In this activity student can choose any activity on the basis on their own choice which relevant to subject and upload it on Moodle.</p>	10
Total		50



Course Content:

Sr. No	Course content	Hrs	% Weightage
1	<ul style="list-style-type: none"> ❖ Introduction to Strategic Management: • Define strategy, Characteristics Importance, Process, Levels of Strategies: Corporate, Business and Operational Level Strategy • Types of Strategies: Functional Strategies, HR Strategy, Marketing Strategy, Financial Strategy, Operational Strategy • Benefits and Risks of Strategic Management • Formulation of Strategy and Strategic Implementation • Business Environment, External Analysis: PESTEL analysis Porter's Five Forces model, Understanding competitor analysis • Internal Analysis: Identifying and evaluating organizational resources and capabilities, Applying SWOT analysis 	15	25
2	<ul style="list-style-type: none"> ❖ Corporate and Global Strategies: Practices and Issues: • Stages and Importance, Formulation of Alternative Strategies: Mergers, Acquisitions, Takeovers, Joint Ventures, Diversification, Turnaround, Divestment and Liquidation. • Introduction to Corporate Restructuring, Need for Corporate Restructuring and Forms of Corporate Restructuring <ul style="list-style-type: none"> ➤ Diversification strategies: related and unrelated diversification. ➤ Vertical integration: forward and backward integration. ➤ Global expansion strategies: international, multinational, global, and transnational approaches. 	15	25
3	<ul style="list-style-type: none"> ❖ Strategic Implementation: • Organizational Structure and Culture: Designing effective organizational structures, Centralization vs. decentralization, managing organizational culture and its impact on strategy, overcoming resistance to change during implementation. • Strategy Execution and Resource Allocation: Creating action plans and setting objectives, Aligning strategy with organizational functions and processes, Resource allocation and budgeting for strategic initiatives, Developing a balanced scorecard for performance measurement. 	15	25
4	<ul style="list-style-type: none"> ❖ Strategic Evaluation and Control: • An overview of strategic evaluation and control, types of control, Techniques of strategic evaluation and control, • Role of organizational systems and control • Start-up Business Strategies and Make in India Model, Challenges, examples of Successful Start-ups, Contribution of Make in India Policy in overcoming industrial sickness. 	15	25



Suggested Specification table with Marks (Theory):60

Distribution of Theory Marks (Revised Bloom's Taxonomy)						
Level	Remembrance (R)	Understanding (U)	Application (A)	Analyze (N)	Evaluate (E)	Create (C)
Weightage	35%	40%	25%	-	-	-

Note: This specification table shall be treated as a general guideline for students and teachers. The actual distribution of marks in the question paper may vary slightly from above table.

Course Outcome:

After learning the course the students should be able to:	
CO1	Learn various frameworks and models to develop strategic plans that align with an organization's mission, vision, and objectives.
CO2	Understand how organizations can gain a competitive edge over their rivals through differentiation, cost leadership, innovation, or other strategic choices.
CO3	Understand how companies compete within specific markets and industries, such as choosing a niche market or focusing on a broad customer base.
CO4	Understand the need for monitoring and evaluating strategic initiatives to ensure they remain on track and achieve the desired outcomes.
CO5	Understand the importance of ethical decision-making and responsible corporate governance in achieving long-term success.

Instructional Method:

The course delivery method will depend upon the requirement of content and need of students. The teacher in addition to conventional teaching method by black board, may also use any of tools such as demonstration, role play, Quiz, brainstorming, MOOCs etc.

From the content 10% topics are suggested for flipped mode instruction.

Students will use supplementary resources such as online videos, NPTEL/SWAYAM videos, e-courses, Virtual Laboratory

The internal evaluation will be done on the basis of Active Learning Assignment

Practical/Viva examination will be conducted at the end of semester for evaluation of performance of students in laboratory.



Reference Books:

- [1] "Strategic Management: Indian Context" by M.S. Rao
- [2]"Strategic Management and Business Policy" by Azhar Kazmi
- [3]"Strategic Management: Concepts and Cases" by K. K. Anand and R. P. Mohanty
- [4] "Strategic Management: Concepts and Cases" by Fred R. David and Forest R. David
- [5]"Strategic Management: Theory and Practice" by S. Jeyavelu and A. K. Sahu

