VEER NARMAD SOUTH GUJARAT UNIVERSITY SYLLABUS 2022-23 M. COM PART-II SEM-IV STRATEGIC MANAGEMENT	
UNIT-I Levels of Strategy -Functional level: Meaning and Types (a) Financial Strategies (Source of fund, Usage of fund and Management of earnings) (b) Personal Strategies (Recruitment, Development Appraisal, Promotion, Motivation, Retirement) (c) Marketing strategies (4 P's) (d) Operating strategies (Make or buy, Investing level, Quality Control, Cost Cutting,R & D) -SBU level: Meaning of SBU its advantages and disadvantages and types of strategy (Generic Competitive Strategies of Porter) Corporate Level (Stability, Expansion, Retrenchment and Combination-Basic understanding only) -Global level: Meaning and types (International,Multi-domestic, Global, Transnational) (e) Difference between Corporate level ,SBU level and Functional level Strategy	25%
UNIT-II Strategic Formulation and Implementation - Concept of Competitive Analysis - Industrial analysis (Competitive five factor analysis of Michael Porter) - Advantages and Limitations of Competitive Factors Analysis - Establishment and sustaining the Competitive Advantages - Meaning and definition of Strategy Formulation - Process of Strategy Formulation/ choice - Meaning and definition of Strategic Implementation - Approaches of Strategic Implementation (Understanding of Project Implementation, Procedural Implementation, Resource Allocation, Structural Implementation, Behavioural Implementation, Functional Implementation) - Difference between Strategic formulation and implementation	30%
UNIT-III Strategy Evaluation - Concept of Strategy evaluation - Strategic and operational control (Meaning and difference) - Techniques of strategic evaluation and controls (Strategic momentum control, Responsibility control Centers, Key Success Factors, Common Strategic Approach) and (Strategic leap Control Issue Management, Strategic Field Analysis, System Modeling Scenario) - Techniques of Operational Evaluation and Control (Internal Analysis, Value Chain Analysis, Quantitative Analysis, Qualitative Analysis) and (Comparative Analysis- Industrial Standard, Benchmarking and Overall Analysis- Balance Scorecard, Key Factor analysis, Service Blue Printing)	25%
UNIT-IV Global Strategies (a) Modes of Entry in Global market, licensing, Franchising, Foreign Direct Investment , Joint venture, EPC and Trunkey contracts	20%

(b) Challenges in adopting Global Strategy	
REFERENCES: 1. Strategic management-making decisions for strategic advantage by Musadiq.A.Sahaf.Prentice hall India. 2. Strategic management and marketing by Narendra Singh Himalaya Publishing house. 3. Strategic management-L.M.Prasad-Sultanchand. 4. Strategic management- Azhar Kazmi-Tata Mcgraw hill. 5. Business policy and strategic management- Subba Rao –Himalaya publications.	