

AC –  
Item No. –

# **As Per NEP 2020**

## **Tolani College of Commerce (Autonomous)**



Knowledge is Supreme

**Title of the Course: Strategic Management**

**Programme: Bachelor of Commerce (Management Studies)  
Semester-III**

**Syllabus for 4 credits**

**From the academic year- 2024-2025**

## Name of the Course: Strategic Management

Sr. No.	Heading	Particulars
1	<b>Description the course:</b>	The course emphasizes the value and process of strategic management. It is designed to explore an 's vision, mission, examine principles, techniques and models of organisational and environmental analysis, discuss the theory and practice of strategy formulation and implementation such as corporate governance and business ethics for the development of effective strategic leadership. It's a management technique used to prepare the organisation for the unforeseeable future.
2	<b>Vertical:</b>	Major
3	<b>Type:</b>	Theory
4	<b>Credit:</b>	4 credits
5	<b>Hours Allotted:</b>	60 Hours
6	<b>Marks Allotted:</b>	100 Marks Continuous Evaluation 40 Marks Semester End Examination 60 Marks
7	<b>Course Objectives:</b>	<ol style="list-style-type: none"> <li>1. The course would enable the students to understand the principles of strategy formulation, implementation and control in organisations.</li> <li>2. To help students develop skills for applying these concepts to the solution of business problems.</li> <li>3. To cater to the needs of growing applications of Strategic Management in various sectors.</li> <li>4. The course serves as an opportunity to develop skills for strategic thinking and analysis, leadership, communication, teamwork, and cross-functional integration.</li> </ol>
8	<b>Course Outcomes:</b>	<ol style="list-style-type: none"> <li>1. Learners will understand the strategic decisions that organisations make and have an ability to engage in strategic planning.</li> <li>2. Learners will be able to explain the basic concepts, principles and practices associated with strategy formulation and implementation.</li> <li>3. Learners will be able to develop competent professionalism with strong ethical values, capable of assuming a pivotal role in any industry, aligned with the national priorities.</li> <li>4. Learners will be able to integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives.</li> </ol>

**Modules**

<b>9</b>	<b>Module 1: Overview of Strategic Management (15 Hours)</b>
	<ul style="list-style-type: none"> <li>● <b>Introduction to Strategy Management:</b> Meaning and Definition of strategy, Concept of strategic management and Importance of strategic management.</li> <li>● <b>Creation of Successful Business:</b> Guidelines for Crafting a successful business strategy Kautilyas relevance in today's business world.</li> <li>● <b>Structure of Management:</b> Importance of Strategic Business Unit (SBU's), Process of strategy and Levels of Strategy.</li> <li>● <b>Strategic Intent:</b> Concept of Mission, Vision, Goals, Objective, Plans of a company.</li> </ul>
	<b>Module 2: Strategy Formulation (15 Hours)</b>
	<ul style="list-style-type: none"> <li>● <b>Environment Analysis:</b> Objectives of environmental analysis, Steps of Strategy Formulation and Scanning (SWOT Analysis).</li> <li>● <b>Types of Corporate Level Strategy:</b> Stability Strategies, Growth Strategies, Retrenchment Strategies, Integration strategies and Internationalization concept.</li> <li>● <b>Types of Business Level Strategy:</b> Cost Leadership strategies, Differentiation strategy and Focused strategy.</li> <li>● <b>Types of Functional Level Strategy:</b> Research &amp; Development strategy, Human Resource strategy, Finance strategy, Marketing strategy and Production strategy.</li> </ul>
	<b>Module 3: Strategic Implementation (15 Hours)</b>
	<ul style="list-style-type: none"> <li>● <b>Models of Strategy making:</b> Goal-setting, analysis, strategy formation, strategy implementation and strategy monitoring.</li> <li>● <b>Portfolio Analysis:</b> Boston Consulting Group (BCG) growth-share matrix GE-McKinsey Matrix, Michael Porter's five-force strategic analysis model, The McKinsey 7S Model.</li> <li>● <b>Implementation:</b> Concept, Steps of implementation and Process of implementation.</li> <li>● <b>Strategic Analysis and Choice:</b> Nature of Strategic Analysis, Factors influencing strategic choices and its approaches.</li> </ul>
	<b>Module 4: Strategic Evaluation &amp; Control (15 Hours)</b>
	<ul style="list-style-type: none"> <li>● Meaning and Steps of Evaluation</li> <li>● Techniques of Control.</li> <li>● <b>Synergy:</b> Concept, Types, evaluation of Synergy</li> <li>● Synergy as a Component of Strategy &amp; its Relevance.</li> <li>● Change Management– Elementary Concept</li> </ul>

10	<b>References:</b> <ul style="list-style-type: none"> <li>• Azhar, Kazmi. Business Policy &amp; Strategic Management. Tata McGraw Hill.</li> <li>• Christensen, Andrews Dower. Business Policy: Text and Cases.</li> <li>• Ghosh, K. Business Policy, Strategy, Planning and Management.</li> <li>• Gkycj, William F. Business Policy: Strategy Formation and Management Action.</li> </ul>																
11	<b>Internal Continuous Assessment: 40%</b>	<b>Semester End Examination: 60%</b>															
12	<b>Continuous Evaluation through: (40 Marks)</b> <table border="1" data-bbox="302 688 1052 909" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th style="text-align: center;">Component</th> <th style="text-align: center;">Total Marks</th> </tr> </thead> <tbody> <tr> <td>1)Assignment/Case Studies</td> <td>15 Marks</td> </tr> <tr> <td>2)Presentation/ /Project</td> <td>15 Marks</td> </tr> <tr> <td>3)Objective Questions</td> <td>10 Marks</td> </tr> <tr> <td><b>Total</b></td> <td><b>40 Marks</b></td> </tr> </tbody> </table> <p><i>Note: Learner must be Present in all the three exam components of Continuous Evaluation.</i></p>		Component	Total Marks	1)Assignment/Case Studies	15 Marks	2)Presentation/ /Project	15 Marks	3)Objective Questions	10 Marks	<b>Total</b>	<b>40 Marks</b>					
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13	<b>Format of Question Paper:</b> for the final examination <b>Question Paper Pattern for Semester End Examination (SEE)</b> <b>Maximum Marks: 60</b> <span style="float: right;"><b>Duration:2 Hour</b></span> <table border="1" data-bbox="228 1094 1489 1835" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Q. No.</th> <th style="text-align: center;">Particular</th> <th style="text-align: center;">Marks</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">Q-1</td> <td> <b>Attempt any TWO the following: (Module 1)</b>  A. Full Length Question  B. Full Length Question  C. Full Length Question </td> <td style="text-align: center;"><b>15 Marks</b></td> </tr> <tr> <td style="text-align: center;">Q-2</td> <td> <b>Attempt any TWO the following: (Module 2)</b>  A. Full Length Question  B. Full Length Question  C. Full Length Question </td> <td style="text-align: center;"><b>15 Marks</b></td> </tr> <tr> <td style="text-align: center;">Q-3</td> <td> <b>Attempt any TWO the following: (Module 3)</b>  A. Full Length Question  B. Full Length Question  C. Full Length Question </td> <td style="text-align: center;"><b>15 Marks</b></td> </tr> <tr> <td style="text-align: center;">Q-4</td> <td> <b>Attempt any TWO the following: (Module 4)</b>  A. Full Length Question  B. Full Length Question  C. Full Length Question </td> <td style="text-align: center;"><b>15 Marks</b></td> </tr> </tbody> </table> <p>Note: Any of the full length question of 7.5 Marks can be a case study.</p>		Q. No.	Particular	Marks	Q-1	<b>Attempt any TWO the following: (Module 1)</b> A. Full Length Question B. Full Length Question C. Full Length Question	<b>15 Marks</b>	Q-2	<b>Attempt any TWO the following: (Module 2)</b> A. Full Length Question B. Full Length Question C. Full Length Question	<b>15 Marks</b>	Q-3	<b>Attempt any TWO the following: (Module 3)</b> A. Full Length Question B. Full Length Question C. Full Length Question	<b>15 Marks</b>	Q-4	<b>Attempt any TWO the following: (Module 4)</b> A. Full Length Question B. Full Length Question C. Full Length Question	<b>15 Marks</b>
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### Signatures of Team Members

Sr. No	Name	Signature
1.	Ms. Reshma Rajput	
2.	Ms. Shalini Clayton	
3.	Mr. Vedant Kajbaje	
4.		
5.		