

# Veer Narmad South Gujarat University

## Elements of Strategic Management II

T.Y. B.B.A., Semester VI

Effective from December 2013

### OBJECTIVES: -

- To acquaint students with the process of developing alternative strategies and methods for successful implementation and evaluation of formulated strategies.
- To acquaint students about the strategic issues in specified areas.

**PADAGOGIC TOOLS:-** Lectures, Case study, Presentation, Group Discussion, Seminar, Role Play, Practical exercises.

### **-: C O U R S E C O N T E N T :-**

- (1) **Choice of Strategy** (30%)  
Concept and Process  
Evaluation of Strategic Alternatives (Corporate Portfolio Analysis,(BCG, GE, SPACE, Product Market Evaluation Matrix, Directional Policy Matrix)  
Corporate Parenting Analysis, Decision Factors for Implementation
- (2) **Framework of Strategy Implementation** (35%)  
Concept of Strategy Implementation, Mc Kinsey 7-S Framework, AT Kearney's Growth drivers, Interdependence of Strategy Formulation and Implementation  
Basic understanding of meaning of Activating Strategy (Institutionalization, Translation of Gen Objectives to specific objectives, Resource mobilization and allocation, Procedural and project implementation), Structural implementation,  
Behavioural Implementation, Functional and Operational Implementation  
  
**Framework for Strategic Evaluation and Control**  
Concept, Barriers,  
Stages of Control and Control Process  
Evaluation and Control Criteria
- (3) **Strategic Issues in specified areas** (35%)  
Strategic issues in, Global Business, Managing Technology  
Innovation, Organizational adaptation and change, Small business, family and Business.

**Relevant cases for the above topics should be covered in the Class discussion as well as in Examination**

**Text Book :-**

- Business Policy : Strategic Management L.M.Prasad SultanChand & Sons

**Reference Books :-**

- Business Policy and Strategic Management Azhar Kazmi Tata McGraw Hill Publishing Co
  - Concepts in strategic Mngt and Busi Policy T.Wheelen, D. Hunger Pearson Education
  - Strategic Management, Text and Cases V.S.P.Rao & Krishna Excel Books
  - Strategic Management, Competitiveness and Globalisation Hitt, Ireland, & South -Western  
Hoskisson Thomson Learning
  - Business Policy and Strategic Management Francis Cherunilam Himalaya Publishing House
  - Business Policy and Strategic Management Jauch, Gupta, Glueck Frank Bros. & Co.
  - Strategic Management, an integrated approach Hill, Charles W.L. Biztantra  
Jones, Gareth. R.
  - Exploring Corporate Strategies-Text and Cases Johnson Scholes Prentice Hall India
  - Strategic Management – Concepts and Cases Thomson Arther, A  
Streckland III A.J. Tata McGraw Hill Publishing Co
  
  - Strategic Management – Text and Cases Dess, Gregory, G. McGraw Hill / Irwin  
Lumpkin, G.T.  
Taylor, Marilyn, L.
  - Strategic Management – Concepts and Cases David, Fred, R. PHI Learning
  - Competitive Advantage- Creating and sustaining Superior performance Michael Porter Free Press, NY
  - Related Articles from Journals, Websites and Periodicals.
  - Competitive Strategy Michael Porter Free Press, NY
  - Business Policy and Strategic Mgt P. Subba Rao Himalaya Publishing House
-