B. COM
SEMESTER –VI
STRATEGIC MANAGEMENT
(100 Marks – 75 Lectures)

UNIT I – CORPORATE LEVEL STRATEGIES (16 Marks – 14 Lectures)

1. Stability Strategies: Meaning, Reasons
2. Growth Strategies: Meaning, Reasons
3. Turnaround & Retrenchment Strategies: Meaning, Reasons, Types
4. Combination Strategies: Meaning, Reasons

UNIT II – BUSINESS GROWTH (24 Marks – 20 Lectures)

1. Indicators of Growth
2. Reasons for Growth
3. Risks of Growth
4. Growth Strategies:
   i. Intensive: Meaning, Types
   ii. Integrative: Meaning, Types
   iii. Diversification: Meaning, Types
   iv. Mergers & Acquisition: Meaning, Types, Distinction between mergers & acquisition
5. Synergy: Meaning

UNIT III – SBU LEVEL STRATEGIES (20 Marks – 14 Lectures)

1. Generic Competitive Strategies: Cost Leadership, Differentiation, Focus
   Type 1: Cost Leadership – low cost
   Type 2: Cost Leadership – best value
   Type 3: Differentiation
   Type 4: Focus – low cost
   Type 5: Focus - best value
2. Offensive Strategies: Meaning, Six Ways of Offensive Strategies
3. Defensive Strategies: Meaning
4. First Mover Advantage: Meaning
5. Outsourcing: Meaning

UNIT IV – GLOBALISATION (20 Marks – 14 Lectures)

1. Definition, Meaning
2. Stages of Globalisation
3. Factors favouring Globalisation
4. Obstacles to Globalisation
5. Strategies of Globalisation
UNIT V – STRATEGIC CHANGE MANAGEMENT

1. Change: Meaning, Definition
2. Dimensions of Change
3. Barriers to Change
4. Implementation of Strategic Change
5. Resistance to Change
6. The Change Process

Books for Study and Reference:

17) Michael Porter: Competitive Advantages
18) Alex Miller & Irwin: Strategic Management (Mc Graw Hill)
19) P. Subba Rao: Strategic Management (Himalaya Publishing House)
20) Alfred A Marcus: Management Strategy (Tata Mc Graw Hill)
21) Francis Cherunilam (Himalaya Publishing House)
22) Gupta V Gollakotak & Srinivasan: Business Policy & Strategic Management (New Delhi- Prentice Hall of India)
24) R Srinivasan: Strategic Management
25) Fred R David: Strategic Management – Concepts & Cases (PHI Learning)
27) G. Sudarsana Reddy: Strategic Management (Himalaya Publishing House)
28) Ravi M Kishore: Strategic Management – Text & Cases (Taxmann’s)
29) Thomas L Wheelan, David Hunger & Krish Rangarajan: Concepts in Strategic Management & Business Policy (Pearsons Publication)
30) Samuel C Certo & Paul Peter: Strategic Management – A focus on Process (Tata Mc Graw)

Sanjay Mohapatra: Case Studies in Strategic Management – A Practical Approach (Pearsons)
OR