

Syllabus

Panjab University

M.Com., (2nd Semester)

Paper 6 : MC-206

Business Policy and Strategic Management

Objective :

The objective of the course is to help the students develop an understanding of the basic inputs in making and implementing corporate strategic decisions and also familiarize them with the issues and practices involved.

UNIT - I

Strategic Management—An introduction—evolution of business policy as a discipline—Strategy and the quest for competitive advantage : military origins of strategy—evolution—concept and characteristics of strategic management—defining strategy—mintzerbg's 5Ps of strategy—corporate, business and functional levels of strategy—Strategic management process.

UNIT - II

Strategic options : Porter's generic strategies, integration strategies, intensive strategies, diversification and differentiation strategies, functional strategy—manufacturing, financial, marketing, human resources, research and development. Strategic intent and strategy formulation : vision, mission and purpose—business definition, objectives and goals—stakeholders in business and their roles in strategic management—corporate social responsibility, ethical and social considerations in strategy development.

UNIT - III

Strategy implementation—project implementation—procedural implementation—resource allocation—organization structure—matching structure and strategy. Behavioural issues in implementation—corporate culture—Mc kinsey's 7s framework—concepts of learning organisation. Strategy evaluation—importance—symptoms of malfunctioning of strategy—organisation anarchies—operations control and strategic control—measurement of performance—analyzing variances—Role of organisational systems in evaluation

UNIT - IV

New Business Models and strategies for internet economy ; shaping characteristics of e-commerce environment–e-commerce business model and strategies–internet strategies for traditional business–key success factors in e-commerce–virtual value chain. Cases in strategic management. A minimum of 10 cases encompassing the above topics to be analysed and discussed in the class. Cases o be incorporated in the question paper.