



(Shri Ramkrishna Seva Mandal's)  
**ANAND COMMERCE COLLEGE**

An Autonomous College (2025-26 to 2034-35)

(Affiliated to Sardar Patel University)

NAAC ACCREDITED 'A' GRADE (3.04 CGPA)

ISO 9001:2015

Syllabus with effect from the Academic Year 2025-26



**Master of Commerce**  
**M.Com Semester – II**

<b>Course Code</b>	<b>PC02CCOM01</b>	<b>Title of the Course</b>	<b>STRATEGIC BUSINESS MANAGEMENT-II</b>
<b>Total Credits of the Course</b>	<b>4</b>	<b>Hours per Week</b>	<b>4</b>

<b>Course Objective</b>	<ul style="list-style-type: none"><li>• To recall and define various corporate-level and business-level strategies used by organizations.</li></ul>
	<ul style="list-style-type: none"><li>• To explain the process and importance of strategy implementation, including structural considerations.</li></ul>
	<ul style="list-style-type: none"><li>• To apply appropriate structural implementation techniques to support effective strategy execution.</li></ul>
	<ul style="list-style-type: none"><li>• To analyze strategic evaluation and control mechanisms to assess organizational performance against strategic goals.</li></ul>
	<ul style="list-style-type: none"><li>• To develop recommendations for improving strategy implementation and control based on performance analysis.</li></ul>

<b>Course Description</b>		
<b>Unit</b>	<b>Description</b>	<b>Weightage</b>
<b>1.</b>	<b>Corporate Level Strategies</b> <ul style="list-style-type: none"><li>• Introduction</li><li>• Expansion Strategies</li><li>• Retrenchment Strategies: Turnaround Strategy, Divestment, Bankruptcy , Liquidation</li><li>• Combination Strategies</li><li>• Internationalization</li><li>• Cooperation Strategies: Joint Ventures ,strategic Alliances Consortia</li><li>• Restructuring</li></ul>	<b>20%</b>
<b>2.</b>	<b>Business Level Strategies</b> <ul style="list-style-type: none"><li>• Introduction</li><li>• Industry Structure</li><li>• Positioning of the Firm</li><li>• Generic Strategies: Risks in Competitive Strategies, Critical Assessment of Generic Strategies, Comment on Porter's Generic Strategies</li><li>• Business Tactics</li></ul>	<b>20%</b>

<b>3.</b>	<b>Strategy Implementation</b> <ul style="list-style-type: none"> <li>• Activating Strategies</li> <li>• Nature of Strategy Implementation</li> <li>• Barriers and Issues in Strategy Implementation</li> <li>• Model for Strategy Implementation</li> <li>• Resource Allocation</li> <li>• Importance of Resource Allocation</li> <li>• Managing Resource Conflict</li> <li>• Criteria for Resource Allocation Process</li> <li>• Factors affecting Resource Allocation</li> <li>• Difficulties in Resource Allocation.</li> </ul>	<b>20%</b>
<b>4.</b>	<b>Structural Implementation</b> <ul style="list-style-type: none"> <li>• Basic Principles of Organizational Structure</li> <li>• Relation between Strategy and Structure</li> <li>• Improving Effectiveness of Traditional Organizational Structures</li> <li>• Types of organizational Structures</li> <li>• Modular Organization</li> <li>• Towards Boundary less Structures</li> <li>• Structures for Strategies</li> <li>• Behavioural Implementation, Functional And Operational Implementation an overview</li> </ul>	<b>20%</b>
<b>5.</b>	<b>Strategic Evaluation And Control</b> <ul style="list-style-type: none"> <li>• Nature of strategy evaluation</li> <li>• Benefits of strategy evaluation</li> <li>• Principles of strategy evaluation</li> <li>• Types of organizational control</li> <li>• Types of strategic controls</li> <li>• Operational control systems</li> <li>• Process of effective strategic control</li> </ul>	<b>20%</b>

\*Units will have the same Weightage in the evaluation as suggested in the course outline.

<b>Teaching-Learning Methodology</b>	Use of PowerPoint presentation, small case lets discussion, real life company examples, group discussion, Seminar presentation
--------------------------------------	--

<b>Evaluation Pattern</b>		
Sr. No.	Details of the Evaluation	Weightage
<b>1.</b>	Internal/Written Examination	<b>20%</b>
<b>2.</b>	Internal Continuous Assessment in the form of Practical, Viva-Voce, Quizzes, Seminars, Assignments, Attendance	<b>10%</b>
<b>3.</b>	End Semester Examination	<b>70%</b>

\* Students will have to score a minimum of 40 (Forty) Percent to pass the course.

<b>Course Outcomes: Having Completed this course, the students will be able to</b>	
<b>1.</b>	Define and classify various corporate-level and business-level strategies used by organizations.
<b>2.</b>	Explain the concepts and processes involved in strategy implementation and structural alignment.
<b>3.</b>	Apply appropriate strategy implementation techniques and organizational structures to

	real-world business cases.
4.	Analyze strategic evaluation and control systems to monitor and measure organizational performance.
5.	Evaluate strategic outcomes and propose improvements for effective strategy execution and control.

**Suggested References: (include Reference Material from where a student is expected to study the said content in APA Style) Reference Websites can also be included)**

Sr. No	References
1.	Bhattacharyya, D. K. (2022). Strategic management: Concepts and cases. Pearson Education India.
2.	Cherunilam, F. (2020). Strategic management (2nd ed.). Himalaya Publishing House.
3.	Ghosh, P. K. (2020). Strategic planning and management. Sultan Chand & Sons.
4.	Jauch, L. R., & Gupta, R. (2018). Strategic management and business policy. Tata McGraw-Hill Education.
5.	Kazmi, A. (2021). Strategic management and business policy (4th ed.). McGraw Hill Education India.
6.	Nag, A. (2021). Strategic management: Analysis, implementation, and control. Vikas Publishing House.
7.	Ramaswamy, V. S., & Namakumari, S. (2019). Strategic management: Formulation, implementation, and control (5th ed.). McGraw Hill Education.
8.	Rao, V. S. P., & Krishna, V. H. (2018). Strategic management: Text and cases (2nd ed.). Excel Books.
9.	Srinivasan, R. (2020). Strategic management: The Indian context (5th ed.). PHI Learning Pvt. Ltd.
10.	Subbarao, P. (2017). Business policy and strategic management: Text and cases. Himalaya Publishing House.

**On-Line Resources available that can be used as Reference Material**

- <https://opentextbc.ca/strategicmanagement/>
- IntechOpen, Emeagwali, O. L. (Ed.) (2019). *Strategic Management: a Dynamic View*. IntechOpen. Retrieved from Library of Congress

**UGC-MOOCs courses:**

[Strategic Management - Course](#)



**Chairman**  
BOS of Management  
Anand Commerce College



**Academic Coordinator**  
Anand Commerce College



**Principal**  
Anand Commerce College