

K L UNIVERSITY
DEPARTMENT OF COMMERCE
B.Com (Honours) (Accounting & Finance)
VIII- SEMESTER
Business Strategy

Unit – I: Introduction to business strategy: (Hours : 5)

The nature of strategy and strategic decisions – characteristics of strategic decisions – levels of strategy – vocabulary of strategy. Strategic management – the strategic position – strategic choices – strategy into action

Unit – II: Strategy development: (Hours : 10)

Strategy development process in organizations – strategic planning systems – strategic leadership – organizational politics – logical instrumentalism – the learning organization – imposed strategy – multiple processes of strategy development. Implications for strategy development – intended and realized strategies – strategic drift – strategic management in uncertain and complex conditions

Unit – III: The strategic position: (Hours : 12)

The environment – the macro environment – the PESTEL framework – structural drivers of change – differential impact of environmental influences – scenarios. Industries and sectors – sources of competition – the five forces framework – the dynamics of competition and hyper competition – strategic groups. Organizational fields. Markets – market segments, understanding what customers value. Opportunities and threats – strategic gaps – SWOT.

Unit – IV: Strategic Capability: (Hours : 10)

Critical success factors. The strategic importance of resources – available resources – threshold resources – unique resources. Competencies and core competencies – what is core competence – where core competencies reside – importance of linkages. Performing better than competitors – historical comparison – industry norms/standards, best in class benchmarking. Experience learning curve

Unit – V: Strategy Choice (Hours : 8)

Corporate level strategy – the corporate portfolio – growth share matrix – Business level strategy – forces influencing business strategy – bases of competitive advantage – price based strategies – added value or differentiation strategies – hybrid strategy – focused differentiation – failure strategies – differentiation versus legitimacy. Sustaining competitive advantage – sustaining low price advantage – sustaining differentiation based advantage – the delta model and lock in - Competitive strategy in hypercompetitive conditions – overcoming traditional bases of competitive advantage.

Text Books:

1. Johnson, Scholes & Whittington , Exploring Corporate Strategy, Pearson, 2009, 7th Edition, New Delhi..

Reference Books:

1. David Campbell, George Stonehouse, Business Strategy, Butterworth Heinemann Publications, 2007, 2nd Edition, New Delhi.

2. Besanko, Dranove, Shaley, Schaefer , The Economics of Strategy , Wiley, 2010 3rd Edition, New Delhi.,