

SEMESTER – VI
PAPER- 6.1
BUSINESS POLICY AND STRATEGY

Full Marks:100

Unit I: Nature & importance of Business Policy & Strategy: Introduction to the strategic management process and related concepts; Characteristics of Corporate, Business & Functional level strategic management decisions; Blue Ocean Strategy.

Company's vision and mission: need for a mission statement, formulation of the mission statement. **(10L)**

Unit II: Environmental Analysis & Diagnosis: External environment analysis (PEST), its impact on organization's policy and strategy, analysis of specific environment- Michael E. Porter's five forces model;

Internal analysis: Importance, competitive advantage and core competence, Michael E. Porter's Value Chain Analysis.
(12L)

Unit III: Strategic Framework: Strategic analysis & choice, Strategic gap analyses, portfolio analyses – BCG, GE, product market evolution matrix, experience curve, directional policy matrix; **(13L)**

Unit IV: Formulation of competitive strategies: Michael E. Porter's generic competitive strategies, implementing competitive strategies- offensive & defensive moves.

Formulating Corporate Strategies: Strategies of growth, stability and renewal; Types of growth strategies – concentrated growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint ventures).

Types of stability strategy – No Change, Profit Strategy, Pause / Proceed with caution

Types of renewal strategies – retrenchment and turnaround; Merger & Acquisitions-basic concepts; **(10L)**

Unit V: Behavioral consideration in strategic management, Behavioral considerations affecting choice of strategy; Structure, Culture and Strategic Leadership: Implementing & operationalizing strategic choice; Functional strategy & its link with business level strategies **(10L)**

Unit VI: Strategic control & evaluation, Balanced Score Card; KPI- Concepts & developmental stages; Introduction to strategic control & evaluation; Strategic surveillance. **(10L)**

Readings:

1. J.A. Pearce & R.B. Robinson : Strategic Management formulation implementation and control, TMH
2. Arthur A. Thompson Jr. & A.J Strickland III : Crafting and executing strategy, TMH

Supplementary Readings

1. Gerry Johnson & Kevan Scholes, Exploring corporate strategies, PHI
2. Upendra Kachru: Strategic Management, Excel books
3. Arthur A. Thompson Jr. and A.J. Strickland: Strategic Management –Concepts and Cases, McGraw-Hill Companies
4. Lawrence R. Jauch & William F. Glueck: Business Policy and Strategic Management (Mcgraw Hill Series in Management).