

## SEMESTER: VI

Total Marks: 100

Paper Code: BMHCR2161

### BUSINESS POLICY AND STRATEGY

#### Unit 1: Nature & importance of Business Policy & Strategy (10L)

- 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.
- Fortune at the Bottom of the Pyramid.

#### Unit 2: Environmental Analysis & Diagnosis (12L)

- External environment analysis (PEST), its impact on organization's policy and strategy, analysis of specific environment- Michael E. Porter's five forces model; ETOP, TOWS matrix.
- Internal analysis: Importance, competitive advantage and core competence, Michael E. Porter's Value Chain Analysis.

#### Unit 3: Strategic Framework (13L)

- Strategic analysis & choice, Strategic gap analyses, portfolio analyses – BCG, GE, product market evolution matrix, experience curve, directional policy matrix.

#### Unit 4: Formulation of competitive strategies (10L)

- 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. Ansoff matrix, SBU.

#### Unit 5: Behavioral consideration in strategic management (10L)

- Structure, Culture and Strategic Leadership: Implementing & operationalizing strategic choice; Functional strategy & its link with business level strategies.

#### Unit 6: Strategic control & evaluation (10L)

- Balanced Score Card; KPI- Concepts & developmental stages; Introduction to strategic control & evaluation; Strategic surveillance.

**References:**

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