

## SEMESTER: VI

Total Marks: 100

Paper Code: BMHCR2161

### BUSINESS POLICY AND STRATEGY

#### Course Objective:

The course focuses on the concept of strategy formulation and implementation by exploring the functions and nature of general management. The course serves as an opportunity to develop skills for strategic thinking and analysis, leadership, communication, teamwork, and cross-functional integration.

#### Learning Outcomes:

1. Critically analyse the internal and external environments in which businesses operate and assess their significance for strategic planning.
2. Apply understanding for the theories, concepts and tools that support strategic management in organizations.
3. Build understanding of the nature and dynamics of strategy formulation and implementation processes at corporate and business level.
4. Enhanced ability to identify strategic issues and design appropriate courses of action.

#### Detailed Syllabus:

##### 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).