

Veer Narmad South Gujarat University
Bachelor of Business Administration
Year – III (Semester – VI) (W.E.F. A.Y.2021-22)

Subject Name: Business Policy and Strategic Management

Subject Code: 601

Objective of the course:

- To acquaint students with the basic procedure of scientific business research
- To orient students with the methodology of research in a way that they can do their semester six project report work in an effective manner
- To develop a research aptitude within students that is helpful in taking rational business decisions

Teaching Pedagogy:

Lectures, Industry Experts, Case Studies from real business worlds, Presentations

Course Content:

Unit 1: Introduction to Strategic Management (20%)

- **Conceptual Understanding of**
 - o Strategy, Policy, Tactics, Strategic Management, Business Definition, SBU
- Strategic Management Process
- **Strategic Intent**
 - p Vision, Mission, Goals and Objectives (Their Formulation and relevance)

Unit 2: Environmental Analysis (20%)

Concept and Role of Environmental Analysis,

- **Industry and Competition Analysis**
 - o Industry Setting, Structure, Attractiveness, Performance and Practices. Forces shaping competition, Experience curve and its limitations. Competitor Analysis
- **Organisational Appraisal**
 - p Concept, Role and Process
 - o Approaches for organizational analysis – Value chain approach and Functional approach
 - o Conceptual Understanding of Core competence, Distinctive Competence, and Competitive Advantage, OCP, SAP

Unit 3: Grand Strategies (20%)

- When and Why to pursue Stability, Growth, Retrenchment and Combination
- Business level Strategies (Cost Leadership, Differentiation and Focus)

Unit 4: Choice of Strategy (20%)

Concept and Process, Evaluation of Strategic Alternatives (Corporate Portfolio Analysis, BCG, GE, SPACE, Product Market Evaluation Matrix, Directional Policy Matrix)

Unit 5: Strategic Implementation and Evaluation & Control (20%)

- **Strategic Implementation**
 - o Concept, McKinsey's 7S Framework
 - o Interdependence of Strategic Formulation and Implementation
 - o Strategy Activation
 - o Structural Implementation, Behavioural Implementation, Functional Implementation, Project and Procedural Implementation
- **Strategic Evaluation & Control**
 - Stages of Control and Process
 - Evaluation and Control
 - Criteria Barriers

Suggested Readings:

1. *Strategic Management: L.M. Prasad, Sultan Chand & Sons*
2. *Strategic Management and Business Policy: Azhar Kazmi, McGraw Hill*
3. *Strategic Management: Text and Cases: VSP Rao & Krishna, Excel Group*
4. *Crafting and Executing Strategy: Concepts and Cases: Thompson Arthur Jr., McGraw Hill Education*
5. *Business Policy and Strategic Management Francis Cherunilam Himalaya Publishing House*
6. *Business Policy and Strategic Management Jauch, Gupta, Glueck Frank Bros. & Co.*
7. *Strategic Management, an integrated approach Hill, Charles W.L. Biztantra Jones, Gareth.R.*
8. *Exploring Corporate Strategies-Text and Cases Johnson Scholes Prentice Hall India*
9. *Strategic Management – Text and Cases Dess, Gregory, G. McGraw Hill / Irwin Lumpkin, G.T. Taylor, Marilyn, L*
10. *Strategic Management – Concepts and Cases David, Fred, R. PHI Learning*