### Veer Narmad South Gujarat University

#### 601 - Business Policy and Strategic Management

###### Third Year BBA(Semester6) With Effect from A.Y.2021-22

Objective of the course:

1. To acquaint students with the basic procedure of scientific businessresearch
2. To orient students with the methodology of research in a way that they can do their semester six project report work in an effectivemanner
3. To develop a research aptitude within students that is helpful in taking rational businessdecisions

Teaching Pedagogy:

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

Course Content:

**Unit 1: Introduction to Strategic Management (20%)**

* + **Conceptual Understandingof**
    - Strategy, Policy, Tactics, Strategic Management, Business Definition,SBU
  + Strategic ManagementProcess
  + StrategicIntent
    - Vision, Mission, Goals and Objectives (Their Formulation andrelevance)

###### Unit 2: Environmental Analysis (20%)

Concept and Role of Environmental Analysis,

* + Industry and CompetitionAnalysis
    - IndustrySetting,Structure,Attractiveness,PerformanceandPractices.Forces shaping competition, Experience curve and its limitations. Competitor Analysis
  + OrganisationalAppraisal
    - Concept, Role andProcess
    - Approaches for organizational analysis – Value chain approach and Functional approach
    - 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 andCombination
  + Business level Strategies (Cost Leadership, Differentiation andFocus)

###### 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%)

* + StrategicImplementation
    - Concept, McKinsey’s 7SFramework
    - Interdependence of Strategic Formulation andImplementation
    - StrategyActivation
    - Structural Implementation, Behavioural Implementation,Functional Implementation, Project and ProceduralImplementation
  + Strategic Evaluation &Control
    - Stages of Control andProcess
    - Evaluation and ControlCriteria
    - Barriers

Suggested Readings:

1. *Strategic Management: L.M. Prasad, Sultan Chand &Sons*
2. *Strategic Management and Business Policy: AzharKazmi, McGrawHill*
3. *Strategic Management: Text and Cases: VSP Rao& Krishna, ExcelGroup*
4. *Crafting and Executing Strategy: Concepts and Cases: Thompson Arthur Jr.,McGraw HillEducation*
5. Business Policy and Strategic Management Francis Cherunilam Himalaya PublishingHouse
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 HallIndia
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. PHILearning