

**DEPARTMENT OF BUSINESS & INDUSTRIAL MANAGEMENT**  
**Business Policy and Strategic Management**

**CP 301 MBA Full Time Semester – III**  
**CP 303 MBA Evening Semester - III**

**Existing Syllabus:**

**Business Policy & Strategic Management – I**

**Course Objective:** The content of this course is designed to provide an integrated view of the functional areas and to acquaint them with the strategic management process. The subject would thus offer students the opportunity to exercise qualities of judgement and help them to develop a holistic perspective of organizations.

**Course Contents:**

Strategic Management - An Introduction; Evolution of Business Policy as a discipline; Concept of Strategic Management; Characteristics of Strategic Management;

Stakeholders in Business; Vision, Mission and Purpose; Business Definition, Objectives and Goals;

Environmental Analysis – External and Industry Environmental Analysis, Key Success Factors; Framework for Analysing Competition; Understanding Competitive Environment; Strategic Groups; Role of Resources, Capabilities and Core Competencies; Competitive Advantage to Competitive Strategies;

Internal Analysis – Concept of Value Chain, SWOT Analysis;

Tools and Techniques for Strategic Analysis – The Impact Matrix, The Experience Curve, BCG Matrix, GEC Model.

Strategy formulation at Corporate, Business and Functional levels: Generic Strategies, Competitive Strategies and Functional Strategies.

New Business Models and strategies for Internet Economy; Shaping characteristics of E-Commerce environment; E-Commerce Business Model and Strategies; Internet Strategies for Traditional Business; Key success factors in E-Commerce

**Suggested Readings:**

1. Ansoff, H. Igor, *Implementing Strategic Management*, Engelwood Cliffs, Prentice Hall, Inc. 1984
2. Jauch L. R. , R. Gupta and W. F. Glueck, *Business Policy and Strategic Management*, 6<sup>th</sup> ed., Frank Bros., New Delhi, 2003
3. Pearce, John E and R. Robinson, *Strategic Management: Formulation, Implementation and Control*, 6<sup>th</sup> Ed., Irwin Richard – A Times Mirror Higher Education Group
4. Porter, M. E., *Competitive Strategy: Techniques for Analyzing Industry & Competitors*, Free Press, 1980
5. Prasad, L. M., *Business policy – Strategic Management*, S. Chand & Co., New Delhi, 4<sup>th</sup> ed.
6. Thompson and Strickland, *Strategic Management- Concepts and Cases*, Tata McGraw Hill, 13/e, 2003.
7. Wright, Peter, Mark Kroll and John Parnell, *Strategic Management: Concepts and Cases*, 3<sup>rd</sup> ed., Engelwood Cliffs, NJ 07632

## Revised Syllabus

### Business Policy & Strategic Management

#### Course Contents:

- Unit-1: Strategic Management - An Introduction; Stakeholders in Business; Vision, Mission and Purpose; Business Model and Strategy
- Unit-2: Environmental Analysis – External and Industry Environmental Analysis using PEST and Porter’s Five-Force Model, Understanding concepts such as Key Success Factors; Driving Forces, Strategic Group Mapping;
- Unit-3: Internal Analysis – Concept of Value Chain, SWOT Analysis; Competence, Distinctive Competence and Core Competence; Competitive Advantage and Sustainable Competitive Advantage;
- Unit-4: Strategy formulation at Business and Corporate levels, Diversification, Strategic Alliance and Joint Ventures; Mergers & Acquisitions; International Business Strategies.
- Unit-5: Nuances of Strategy Implementation: Operationalising the strategy, Functional Strategies and Policies, Institutionalising the Strategy, Matching Structure and Strategy, Strategic Leadership and Organization Culture; Management of Change.
- Unit-6: Strategic control: Operations Control and Strategic Control; Measurement of Performance; Balanced Scorecard.
- Unit-7: Ethics, Corporate governance and Social Responsibilities.

#### Suggested Readings:

1. Ansoff, H. Igor, *Implementing Strategic Management*, Engelwood Cliffs, Prentice Hall, Inc. 1984
2. Jauch L. R. , R. Gupta and W. F. Glueck, *Business Policy and Strategic Management*, 6<sup>th</sup> ed., Frank Bros., New Delhi, 2003
3. Pearce, John E and R. Robinson, *Strategic Management: Formulation, Implementation and Control*, 6<sup>th</sup> Ed., Irwin Richard – A Times Mirror Higher Education Group
4. Porter, M. E., *Competitive Strategy: Techniques for Analyzing Industry & Competitors*, Free Press, 1980
5. Prasad, L. M., *Business policy – Strategic Management*, S. Chand & Co., New Delhi, 4<sup>th</sup> ed.
6. Thompson and Strickland, *Strategic Management- Concepts and Cases*, Tata McGraw Hill, 13/e, 2003.
7. Wright, Peter, Mark Kroll and John Parnell, *Strategic Management: Concepts and Cases*, 3<sup>rd</sup> ed., Engelwood Cliffs, NJ 07632
8. Jhonson Gerry and Scholes Kevan, *Exploring Corporate Strategy, Text and Cases*, Pearson Education, 6/e.
9. Jauch, Lawrence R. and Glueck, William F., *Strategic Management and Business Policy*, 5<sup>th</sup> ed., New York, McGraw Hill
10. Lorange, P and Ross, J., *Strategic alliances: Formation, Implementation and Evaluation*, Massachusets, Blackwell Business, 1992
11. Pearce, John E and R. Robinson, *Strategic Management: Formulation, Implementation and Control*, 6<sup>th</sup> Ed., Irwin Richard – A Times Mirror Higher Education Group
12. Porter, M. E., *Competitive Strategy: Techniques for Analyzing Industry & Competitors*, Free Press, 1980
13. Wright, Peter, Mark Kroll and John Parnell, *Strategic Management: Concepts and Cases*, 3<sup>rd</sup> ed., Engelwood Cliffs, NJ 07632

## DEPARTMENT OF BUSINESS & INDUSTRIAL MANAGEMENT

### BUSINESS LAW

#### Objectives :

This Course is assist the students in understanding basic laws affecting the operations of a business enterprise

#### Contents :

The Indian Contract Act , 1872 :Essentials of a valid contract .Void Agreements .Performance of Contracts .Breach of Contract and its remedies .Quasi – Contracts .The sale of goods act , 1930 :Formation of a contract .Right of a unpaid seller .The negotiable instruments act , 1881:Nature and types .Negotiation and assignment .Holder – In due Course ,dishonor and discharge of a negotiable instruments .Arbitration ,offences by companies ,cognizance of offences . Penalties in case of dishonor of certain cheques for insufficient of funds. Of : The companies act , 1956 :Nature and types of companies .Formation .Memorandum and articles of association .Prospectus Allotment of shares .Shares and share capital .Membership .Borrowing powers .Management and meetings .Accounts and audit. Compromise Arrangements and Reconstruction .Prevention of oppression and mismanagement .Winding Up: Consumer protection Act 1986 : Definitions , Consumer protection Councils , Consumer Disputes redresser Agencies & Forums .Enforcement of order by the forum ,the state commission or the National commission .Penalties. Cyber Laws. The Information Technology Act 2000 – Definitions ,Electronic Governance ,Attribution ,Acknowledgement and dispatch of Electronic records ,Certifying Authority to issues digital signature certificate .Pending for damage to computer , computer system etc and other penalties .The cyber regulation Appellate tribunal .

#### References:

- 1.Avtar singh ,Company Law .11<sup>th</sup> ed Lucknow ,1996
- 2.Khergamwala J S .The negotiable Instrument acts .Bombay , N M .Tripathi ,1980
- 3.Rammaiya , A guide to the company Act , Nagpur , Wadhwa ,1992
- 4.Shah .S M Lectures on company law .Bombay N M Tripathi 1990
- 5.Tuteja S K . Business Law for managers . New Delhi , Sultan chand , 1998

**DEPARTMENT OF BUSINESS & INDUSTRIAL MANAGEMENT  
GLOBAL BUSINESS MANAGEMENT**

**Objectives:**

The basic objective is to acquaint the students with

1. The international environment and decision making
2. To learn about India's exports, export-policy, procedures, documentation
3. To understand International business operations
4. To acquaint about Foreign Exchange Market

**Contents:**

1. International Marketing Definitions Concepts and Settings
2. India and World Trade
3. Direction and Quantum of India's Export and Import
4. India's Export-Import Policy
5. Institutional Infrastructure for Export Promotion
  - Export Promotion Councils
  - Commodity Boards
  - Public Sector Agencies
  - Export Credit and Guarantee Corporation of India (ECGC)
  - India Trade Promotion Organisation (ITPO)
  - Export Import Bank of India (EXIM)
  - Indian Institute of Packaging (IIP)
  - APEDA, MEPDA
6. Export Procedure and Documentation
  - Registration of Exporters
  - Export Quotations
  - Producing and Clearance of Goods for Exports
  - Shipping and Transportation
  - Insurance
  - Negotiation of Documents
7. Export Finance
  - Instruments of Payments
  - Open A/C
  - Bill of Exchange
  - Letter of Credit
  - Factoring and Forfeiting
  - EXIM Bank
8. Export Pricing
  - Pricing Methods
  - Inco-Terms
9. Project Exports
  - Export Tendering
  - Long and Medium Term Export Projects

- India's Performance
- 10. Export Packaging and Labeling
- 11. Problem of Indian Export and Import
- 12. Foreign Exchange Markets
  - Spot Rate
  - Forward Rate
  - Hedging
- 13. Various Forms of International Business
- 14. International Marketing Mix
  - Identification of Markets
  - Product Policy
  - International Product Life Cycle
  - Promotional Strategy
  - Pricing and Distribution Strategy
  - Strategic Marketing Plan
  - Sources of information for International data
- 15. International marketing Intelligence
- 16. Restrictive Trade Practices
- 17. Counter Trade and Global Sourcing
- 18. Risk in Foreign Trade and management
- 19. Legal Dimension of International marketing

#### **References:**

1. Bhattacharya, B Export Marketing: Strategy for Success, New Delhi, Global Business Press,1991
2. Keegan, Warren, Global Marketing Management, Englewood Cliffs, New Jersey, Prentice-Hall of India,1995
3. Onkvisit, Sak, and Shaw, J.J., International Marketing: Analysis and Strategy, New Delhi, Prentice-Hall of India,1995
4. Terpestra, Vern and Sarathy, R., International Marketing, Oriando Dryden Press, 1991
5. Varshney, R.L. and Bhattacharya, B, International Marketing Management-An Indian Perspective, Sultan Chand & Sons New Delhi
6. T.A.S. Balgopal, Export Management, Himalaya Publication, Mumbai
7. Livingstone, James M., International Marketing Management, Macmillan Press, London
8. Cherunilam, Francis, International Business, Himalaya Publication, Mumbai
9. Kindleberger, Charles, International Economics
10. Rathod, B.S., Export Management
11. Srivastava, R.H., International Strategic Management,
12. Thakor, Boston, Srivastava, International Management Concept and Cases