

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
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*, 6th ed., Frank Bros., New Delhi, 2003
3. Pearce, John E and R. Robinson, *Strategic Management: Formulation, Implementation and Control*, 6th 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, 4th 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*, 3rd ed., Engelwood Cliffs, NJ 07632

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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.

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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*, 6th ed., Frank Bros., New Delhi, 2003
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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, 4th ed.
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7. Wright, Peter, Mark Kroll and John Parnell, *Strategic Management: Concepts and Cases*, 3rd 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*, 5th ed., New York, McGraw Hill
10. Lorange, P and Ross, J., *Strategic alliances: Formation, Implementation and Evaluation*, Massachusetts, Blackwell Business, 1992
11. Pearce, John E and R. Robinson, *Strategic Management: Formulation, Implementation and Control*, 6th 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*, 3rd ed., Engelwood Cliffs, NJ 07632

