

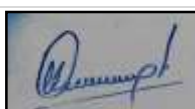
BBA III Year	BBA-C601		Semester-VI		
	Business Policy and Strategy				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30(20+10)	70	100	04	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understand and recall the fundamentals of strategic formulation and implementation.	PO.1, PO.2, PO.3
CO.2	Explain key strategic management concepts used to improve organization profitability through improving competitive advantage.	PO.1, PO.2, PO.3, PO.7, PO.8
CO.3	Analyse and demonstrate understanding of contemporary strategic management tools and techniques	PO.3, PO.4 , PO.5, PO.6
CO.4	Remember and recall contemporary strategic management tools and techniques to improve business performance.	PO.3, PO.5, PO.6
CO.5	Analyse key decisions taken in the past by organizations to improve their profitability through competitive advantage creation.	PO.5, PO7

- Nature & importance of business policy & strategy: Introduction to the strategic management process and related concepts; Characteristics of corporate, business & functional level strategic management decisions. Company's vision and mission: need for a mission statement, criteria for evaluating a mission statement- Goal, Process & Input formulation of the mission statement- Drucker's Performance Area, Bennis's Core Problem; formulation of mission statement. **(10 Hours)**
- Environmental Analysis & Diagnosis: Analysis of company's external environment Environmental impact on organisations policy and strategy, organisations dependence on the environment, analysis of remote environment, analysis of specific environment- Michael E. Porter's 5 Forces model; Internal analysis: Importance of organisation's capabilities, competitive advantage and core competence, Michael E. Porter's Value Chain Analysis. **(10 Hours)**
- Formulation of competitive strategies: Michael E. Porter's generic competitive strategies, implementing competitive strategies- offensive & defensive moves. Formulating Corporate Strategies: Introduction to 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 renewal strategies – retrenchment and turnaround. Strategic fundamentals of merger & acquisitions. **(10 Hours)**
- Strategic Framework: Strategic analysis & choice, Strategic gap analyses, portfolio analyses – BCG, GE, product market evolution matrix, experience curve, directional policy matrix, life cycle portfolio matrix, grand strategy selection matrix; Behavioural considerations affecting choice of strategy; Culture and Strategic Leadership: Implementing & operationalizing strategic choice, Impact of structure, culture & leadership, functional strategies & their link with business level strategies, Balanced Score Card; Introduction to Strategic control & evaluation, Strategic surveillance. **(10 Hours)**

#### SUGGESTED READINGS:

1. Arthur A., Thompson Jr. & Strickland, A.J.(2017) .*Crafting and executing strategy*. New Delhi:McGraw Hill.
2. Johnson, G. & Scholes, K. (2017). *Exploring corporate strategies*. New Delhi.PHI.
3. Jauch, L.R. &Glueck, W.(2016). *Business Policy and Strategic Management*. New Delhi: McGraw Hill.



4. Kachru, U. (2017). *Strategic Management*. New Delhi: Excel books.

5. Pearce, J.A. & Robinson, R.B. (2017). *Strategic Management formulation implementation and control*. New Delhi: McGraw Hill.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

