

CP-201 BUSINESS POLICY & STRATEGIC MANAGEMENT

Objectives

The Objectives of this course is to develop understanding about strategic processes and their impact on a firm.

Course Contents:

Unit-I

Strategy and the Quest for Competitive Advantage: Military origins of strategy – Evolution - Concept and Characteristics of strategic management – Defining strategy – Mintzerbg’s 5Ps of strategy – Corporate, Business and Functional Levels of strategy - Strategic Management Process. . Strategic Intent & Strategy Formulation: Vision, mission and purpose – Business definition, objectives and goals – Stakeholders in business and their roles in strategic management - Corporate Social Responsibility, Ethical and Social Considerations in Strategy Development.

Unit-II

Strategic analysis: Analyzing Company’s Resources and Competitive Position - Organizational Capability Profile – Strategic Advantage Profile – Core Competence - Distinctive competitiveness. Analyzing Company’s External Environment: Environmental appraisal – Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP) – Industry Analysis - Porter’s Five Forces Model of competition.

Unit-III

Corporate Portfolio Analysis: Business Portfolio Analysis - Synergy and Dysergy - BCG Matrix – GE 9 Cell Model - Concept of Stretch, Leverage and fit 6. Generic Competitive Strategies: Low cost, Differentiation, Focus. . Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment, Outsourcing Strategies. Tailoring strategy to fit specific industry – Life Cycle Analysis - Emerging, Growing, Mature& Declining Industries.

Unit-IV

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 – Virtual Value Chain. Strategy implementation - Project implementation – Procedural implementation – Resource Allocation – Organization Structure – Matching structure and strategy.

UNIT- V

Behavioural issues in implementation – Corporate culture – Mc Kinsey’s 7s Framework - Concepts of Learning Organization . Functional issues – Functional plans and policies – Financial, Marketing, Operations, Personnel, IT. Strategy Evaluation – Operations Control and Strategic Control - Symptoms of malfunctioning of strategy — Balanced Scorecard.

Cases in strategic management: A minimum of 5 cases encompassing the above topics to be analyzed and discussed in the class.

Books Recommended:-

1. A Thompson Jr., A J Strickland III, J E Gamble, Crafting & Executing Strategy – The Quest for Competitive Advantage, Tata McGraw Hill, 4th ed., 2005.
2. Ranjan Das, Crafting the Strategy: Concepts and Cases in Strategic Management, Tata McGraw Hill, 2004.
3. Henry, Mintzberg, Bruce, Ahlstrand and Joseph, Lampel (1998). Strategy Safari. 31Free Press, New York.
4. Gary, Hamel and Prahalad, C. K. (1999). Competing for the Future.HBS Press.
5. Ed. C.A. Montgomery, M.E. Porter, Strategy – Seeking and Securing Competitive Advantage, Harvard Business Review Publications, 1991.
6. Peter F. Drucker, Managing in a Time of Great Change, Truman Talley Books / Plume Penguin Group, 1998.