

MS-202: BUSINESS POLICY AND STRATEGIC ANALYSIS

Objectives

The Objectives of this course is to develop a holistic perspective of enterprise, critical from the point of view of the top executives.

Course Contents

- I. Nature and Scope of Strategic Management; Strategic and Corporate evolution in Indian Context, Strategic Management Process. General Management Point of View, Vision, Mission, Objectives and Policies, Strategic Intent and Vision.
- II. Environmental Analysis and Internal Analysis: Environmental Scanning, Industry Analysis Organizational Analysis, Competitive Advantage and competitive strategies, concept of core competencies, SWOT Analysis.
- III. Tools and Techniques for Strategic Analysis; Impact Matrix; The Experience Curve; BCG Matrix; GEC Model; Industry Analysis; Concept of Value Chain, Strategic Profile of a Firm.
- IV. Framework for Analyzing Competition; Competitive Advantage of a Firm, Strategy Alternative, level of Strategy.
- V. Turnaround Management, Mergers and Acquisition, Diversification and Intensification, Business Process Re-engineering, Strategy Implementation, Strategy and structure, organizational values and their impact on strategy, Strategic Management in International firm.

Suggested Readings

1. *Ansoff, H Igor. Implanting Strategic Management. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984.*
2. *Budhiraja, S B and Athreya, M B. Cases in Startegic Management New Delhi, Tata McGraw-Hill, 1996.*
3. *Christensen, C R. etc, Business Policy: Text and Cases. 6th ed., Homewood, Illinois, Richard D. Irwin, 1987.*
4. *Glueck, William F. Strategic Management and Business Policy. 3rd ed. New York, McGraw-Hill, 1988.*
5. *Hax, A C and Majluf, N S. Strategic Management. Englewood Cliffs, New jersey, Prentice Hall Inc., 1984.*
8. *Chakravorty, S K. Managerial Transformation Through Values, New Delhi, Sage, 1993.*
9. *David Fred. Strategic Management. 7th ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1997.*
10. *Drucker, Peter F. The Changing World of the Executive. New York, Time Booksl 982.*

The list of cases and specific references including recent articles will be announced in the class at the time of launching of course.