PGBA (S3) 04-1

BUSINESS POLICY AND STRATEGIC MANAGEMENT

SEMESTER - III

BUSINESS ADMINISTRATION

BLOCK - 1

KRISHNA KANTA HANDIQUI STATE OPEN UNIVERSITY

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MASTER IN BUSINESS ADMINISTRATION

BUSINESS POLICY AND STRATEGIC MANAGEMENT

Block 1

DETAILED SYLLABUS

UNIT 1: Introduction to Business Policy **Page No. : 9 – 29**

Overview of Business Policies,Feature / Characteristics of Policy, Importance / Role of Business Policies, Definitions : Policy, Procedures, Process, Programmes, Types of Policies, Business Policy Statements and Corporate Culture

UNIT 2: Business Policy and Decision Making **Page No. : 30 – 51**

Concept of Business Policy,basic features of Business policy, Factors Considered Before Framing Business Policies,Steps Involved in Framing Business Policies, Policy Cycle and its Stages, Implementation of Policy Change ,Role of Policies in Strategic Management and Business Policy and Decision Making

UNIT 3: Introduction to Strategic Management **Page No. : 52 – 77**

Historical development and Evolution of strategic management in India, concept and definition of Strategy, Levels at which strategy operates, Strategic Decision Making, The process of strategic management and Strategists and their role in strategic management

UNIT 4: Strategic Intent **Page No. : 78 – 92**

Concept of strategic intent, stretch, leverage and fit, Concept of Vision, Defining Vision, Benefits of having Vision,the advantages / benefits of Vision,Process of envisioning and defining Mission, characteristics of Mission statement,definition of Business,Business Models and their relationship with strategy

UNIT 5: Enviornmental Analyis and Appraisal **Page No. : 93 – 117**

Concept of Environment, Nature of Environment, Internal and External Environment, Classification of External Environment, Concept of Environmental Scanning, Approach of Environmental Scanning, Factors Affecting Environmental Scanning and techniques and measures of Environmental Scanning

UNIT 6: Organisational Appraisal **Page No. : 118 – 139**

Concept of Organisational Analysis, Characteristics of Organisational Analysis, Strategic or Competitive Advantage, Factors in Organizational Analysis and Methods and Techniques in Organization Analysis

UNIT 7: Corporate Level Strategies-I **Page No. : 140 – 167**

concept of Corporate Level Strategies-Expansion Strategies, s tability Strategies, Retrenchment Strategies, Combination Strategies , Concentration strategies; Concept of Integration strategies- Horizontal Integration and Vertical Integration; Diversification strategies - Concentric Diversification , Conglomerate Diversification, Need for Diversification Strategies,Risk of Diversification and Successful Diversification Stories(for reference)

UNIT 8: Corporate Level Strategies-II **Page No. : 168 – 183**

Internationalisation Strategies,Porter Diamond Model, Types of International Strategies, Advantages and Disadvantages of Expansion through Internationalisation, Strategies for Local Companies Competing with Global Companies and Emergence of the Indian MNC.

COURSE INTRODUCTION

This course “Busness Policy and Strategic Management” of MBA 3rd semester will focus on the different aspects of Business Policy and Strategic Management . The importance of Business Policy and Strategic Management has grown as the firms have been exposed to global markets, competition, and opportunities.The study of business policy derives from the adminstrative tradition focused on the systems for an efficient internal allocation of resoures and a blanaced staisfaction of the stakeholders needs, while the field of strategic nmangement is oriented externally towards smart and alert playing of competitive game and overall wealth creation.Business policy and strategic management as an integrated discipline , is intended to pull together the insights gained in introductory management courses

This course consists of fifteen units. This course starts with the unit discussing the concept of the introduction to research methodology.

This course offers an integrated perspective for strategic planning in both emerging and industrial market contexts. The course has 15 units and is divided into two blocks: Block 1 and Block 2.

Block 1 deals with the introductory concepts of business policy and Decision Making, strategic management, Strategic IntentStrategic Intent,Enviornmental Analyis and Appraisal,Organisational Appraisal, Corporate Level Strategies-I: Concentration, Integreation and Diversification and Corporate Level Strategies-II: Internationalisation, Coorperation and Digitalization

Block 2 concentrates on business level strategies, strategic analysis and choice, strategy implementation, structural implementation, behavioural implementation, Functional and Operational Implementation

Each unit of these blocks includes some along-side boxes to help you know some of the difficult, unseen terms. Some “EXERCISES” have been included to help you apply your own thoughts. You may find some boxes marked with: “LET US KNOW”. These boxes will provide you with some additional interesting and relevant information. Again, you will get “CHECK YOUR PROGRESS” questions. These have been designed to self-check your progress of study. It will be helpful for you if you solve the problems put in these boxes immediately after you go through the sections of the units and then match your answers with “ANSWERS TO CHECK YOUR PROGRESS” given at the end of each unit. you in making your learning more active and efficient. And, at the end of each section, you will get “CHECK YOUR PROGRESS” questions. These have been designed to self-check

BLOCK INTRODUCTION:

This is the first block of the course 'Business Policy and Strategic Management'. The Block is divided into 8 units and is primarily a learner oriented Self learning material, as it satisfies the requirements of the learners in the filed of 'Business Policy and Strategic Management'.

This block comprises of the following eight units:

The first unit introduces us to Overview of Business Policies,Feature / Characteristics of Policy, Importance / Role of Business Policies, Definitions : Policy, Procedures, Process, Programmes, Types of Policies, Business Policy Statements and Corporate Culture

The second unit gives us a concept of Business Policy, basic features of Business policy, Factors Considered Before Framing Business Policies,Steps Involved in Framing Business Policies, Policy Cycle and its Stages, Implementation of Policy Change ,Role of Policies in Strategic Management and Business Policy and Decision Making.

The third unit gives us an idea on the historical development and Evolution of strategic management in India, concept and definition of Strategy, Levels at which strategy operates, Strategic Decision Making, The process of strategic management and Strategists and their role in strategic management

The fourth unit will help us in Concept of strategic intent, stretch, leverage and fit, Concept of Vision, Defining Vision, Benefits of having Vision,the advantages / benefits of Vision,Process of envisioning and defining Mission, characteristics of Mission statement,definition of Business,Business Models and their relationship with strategy

The fifth unit gives us a broad idea on Concept of Environment, Nature of Environment, Internal and External Environment, Classification of External Environment, Concept of Environmental Scanning, Approach of Environmental Scanning, Factors Affecting Environmental Scanning and techniques and measures of Environmental Scanning

The sixth unit will help us in understanding Concept of Organisational Analysis, Characteristics of Organisational Analysis, Strategic or Competitive Advantage, Factors in Organizational Analysis and Methods and Techniques in Organization Analysis

The seventh unit gives us an idea on concept of Corporate Level Strategies-Expansion Strategies, s tability Strategies, Retrenchment Strategies, Combination Strategies , Concentration strategies; Concept

of Integration strategies- Horizontal Integration and Vertical Integration; Diversification strategies - Concentric Diversification , Conglomerate Diversification, Need for Diversification Strategies,Risk of Diversification and Successful Diversification Stories(for reference)

The eight unit introduces us to Internationalisation Strategies,Porter Diamond Model, Types of International Strategies, Advantages and Disadvantages of Expansion through Internationalisation, Strategies for Local Companies Competing with Global Companies and Emergence of the Indian MNC.

The Block is devided into eight units:

UNIT 1: Introduction to Business Policy

UNIT 2: Business Policy and Decision Making

UNIT 3: Introduction to Strategic Management

UNIT 4: Strategic Intent

UNIT 5: Enviornmental Analyis and Appraisal

UNIT 6: Organisational Appraisal

UNIT 7: Corporate Level Strategies-I

UNIT 8: Corporate Level Strategies-II