

SYLLABUS

PANJAB UNIVERSITY, CHANDIGARH BBA 321: BUSINESS POLICY AND STRATEGY

Objectives : The course structure gives an insight into the strategic planning process done by organizations. The student is required to learn basics of that how a strategy is formed and finally implemented by organizations.

UNIT-I

Definition, nature scope and importance of strategy and strategic management.
Strategic decision making.

Process of strategic management and levels at which strategy operates.

Defining strategic intent: Vision, Mission, Business definition, Goals and Objectives.

Environmental Appraisal—Concept of environment, components of environment (Economic, legal, social, political and technological). Environmental scanning techniques- ETOP, QUEST and SWOT (TOWS).

Internal Appraisal: The internal environment, organizational capabilities in various functional areas. Methods and techniques used for organizational appraisal (A brief overview of: Value chain analysis, Financial and non-financial analysis, historical analysis, Industry standards and benchmarking, Balanced scorecard and key factor rating).

Corporate level strategies-Stability, Expansion, Retrenchment and Combination strategies. Corporate restructuring. Concept of Synergy. Mergers & Acquisitions. Corporate Restructuring.

UNIT-II

Business level strategies- Porter's framework of competitive strategies. Differentiation and Focus strategies. Concept, importance, Building and use of Core Competence.

Strategic Analysis and choice-Corporate level analysis (BCG, GE Nine-cell, McKinsey's 7-S Framework). Industry level analysis, Porter's five forces model.

Strategy implementation: Resource allocation, Projects and Procedural issues. Organisation structure and systems in strategy implementation.

Strategic control and operational Control. Organisational systems and Techniques of strategic evaluation.