

Semester: VIII				
Programme: Bachelor of Management Studies (BMS)				
Course: Business Policy and Strategy				
Paper code: C4BMS2381				Credits: 5
Category: Major				
Type: Theory				
No of Modules: 4				
Course Overview: The course focuses on the concept of strategy formulation and implementation by exploring the functions and nature of general management. The course serves as an opportunity to develop skills for strategic thinking and analysis, leadership, communication, teamwork, and cross-functional integration.				
Course Outcome: 1. Understand and develop the vision and mission of an organization, and explain the concept of Blue Ocean Strategy. 2. Critically analyze the internal and external environments in which businesses operate and assess their significance for strategic planning. 3. Develop conceptual understanding of strategic management and portfolio analysis. 4. Formulate and evaluate corporate and competitive strategies. 5. Develop awareness about organizational culture, strategic leadership, and emotional intelligence. 6. Understand and apply strategic control and evaluation concepts.				
Prerequisites: Basic understanding of the fundamentals of management, business environment, and organizational functioning.				
SYLLABUS				
Unit/ Module	Content	Number of Classes	CO Mapping	Cognitive Level
1	Nature & Importance of Business Policy & Strategy <ul style="list-style-type: none"> ○ Definition of Business Policy and Strategy; Characteristics of Corporate, Business & Functional level strategic management decisions; Concept of Sustainability and ESG (Environmental, Social, and Governance). ○ Company's vision and mission: need for a mission statement, formulation of the mission statement. ○ Fortune at the Bottom of the Pyramid. ○ Concept of Blue Ocean Strategy. 	8	CO1, CO2	K2, K4
2	(a) Environmental Analysis & Diagnosis (10L) <ul style="list-style-type: none"> ○ External environment analysis (PEST), its impact on organization's policy and strategy, analysis of specific environment- Michael E. Porter's five forces model; ETOP, TOWS matrix. ○ Internal analysis: Importance, competitive advantage and core competence, Michael E. Porter's Value Chain Analysis. (b) Strategic Management and Portfolio Analysis (12L) <ul style="list-style-type: none"> ○ Strategic analysis & choice, Strategic gap analyses, portfolio analyses - BCG, GE, product market evolution matrix, experience curve, directional policy matrix. SBU. 	22	CO2, CO3	K3, K4

3	Formulation of Competitive Strategies <ul style="list-style-type: none"> ○ Michael E. Porter's generic competitive strategies, implementing competitive strategies- offensive & defensive moves. ○ Formulating Corporate Strategies: 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 stability strategy - No Change, Profit Strategy, Pause / Proceed with caution. ○ Types of renewal strategies - retrenchment and turnaround; Merger & Acquisitions-basic concepts. Ansoff matrix. 	12	CO4	K3, K5
4	(a) Strategic Leadership and Emotional Intelligence (10L) <ul style="list-style-type: none"> ○ Strategic Leadership: Concept, Functional strategy & its link with business level strategies. ○ Emotional Intelligence: Concept and four pillars of Emotional Intelligence (Self-awareness, Self-management, Social awareness and Relationship management). (b) Strategic Control & Evaluation (8L) <ul style="list-style-type: none"> ○ Meaning of Strategic Control, Key aspects of strategic control, Balanced Score Card; KPI- Concepts & developmental stages; Introduction to strategic control & evaluation; Strategic surveillance. ○ Case studies: Focusing on different aspects of Business Policy and Strategy and analyzing how companies leverage specific technologies or sustainability practices for strategic advantage. 	18	CO5, CO6	K2, K3, K5

Case Studies, as relevant to the curriculum

Text Books

1. Arthur A. Thompson Jr. & A.J Strickland III: Crafting and executing strategy, TMH
2. Arthur A. Thompson Jr. and A.J. Strickland: Strategic Management –Concepts and Cases, McGraw-Hill Companies
3. Bamford, C. E., Hoffman, A. N., Wheelen, T. L., & Hunger, J. D. (2024). Strategic Management and Business Policy: Globalization, Innovation and Sustainability (16th ed.). Pearson.
4. Chan, K. W., & Mauborgne, R. A. (2005). Blue ocean strategy. Harvard Business Review Press.
5. Gerry Johnson & Kevan Scholes, Exploring corporate strategies, PHI
6. J.A. Pearce & R.B. Robinson: Strategic Management formulation implementation and control, TMH
7. Lawrence R. Jauch & William F. Glueck: Business Policy and Strategic Management (McGraw-Hill Series
8. Rothaermel, F. T. (2024). Strategic Management (6th ed.). McGraw Hill.
9. Upendra Kachru: Strategic Management, Excel books
10. Whittington, R., Regnér, P., Angwin, D., Johnson, G., & Scholes, K. (2024). Exploring Strategy: Text and Cases (13th ed.). Pearson.

Suggested readings

1. Asif, M., Searcy, C., & Castka, P. (2023). ESG and Industry 5.0: The role of technologies in enhancing ESG disclosure. Technological Forecasting and Social Change, 195, 122806. <https://doi.org/10.1016/j.techfore.2023.122806>

2. Muss, C., Tüxen, D., & Fürstenau, B. (2026). Empathy in leadership: a systematic literature review on the effects of empathetic leaders in organizations. *Management Review Quarterly*, 76, 333-369. <https://doi.org/10.1007/s11301-024-00472-7>
3. Kumar, J., Prince, N., & Baker, H. K. (2022). Balanced Scorecard: A Systematic Literature Review and Future Research Issues. *FIIB Business Review*, 11(2), 147-161. <https://doi.org/10.1177/23197145211049625>

Web Resources

1. Blue Ocean Strategy - <https://www.blueoceanstrategy.com>
2. Balanced Scorecard Institute - <https://balancedscorecard.org>
3. OECD Corporate Governance and Sustainability - <https://www.oecd.org/corporate>
4. McKinsey Strategy & Corporate Finance Insights - <https://www.mckinsey.com/capabilities/strategy-and-corporate-finance/our-insights>

Course Outcomes (COs) and Cognitive Level Mapping

COs	CO Description	Cognitive Levels
C01	Understand the nature of business policy and strategy, and explain vision, mission, sustainability/ESG, Fortune at the Bottom of the Pyramid, and Blue Ocean Strategy.	K2
C02	Analyze external and internal environments using PEST, Five Forces, ETOP, TOWS, competitive advantage, core competence, and value chain analysis.	K4
C03	Apply strategic analysis and portfolio tools to assess SBU options, strategic gaps, and portfolio choices.	K3, K4
C04	Evaluate competitive and corporate strategy alternatives, including growth, stability, renewal, international expansion, and Ansoff-based choices.	K5
C05	Explain organizational culture, strategic leadership, functional strategy linkages, and emotional intelligence in strategy implementation.	K2, K3
C06	Assess strategic control and evaluation through Balanced Scorecard, KPIs, strategic surveillance, and case-based strategic review.	K5