



THE ISLAMIA UNIVERSITY BAHAWALPUR
Department Of Management Sciences

Course Synopsis: BUSINESS POLICY

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| Semester: | Spring 2020 |
| Program: | BBA |
| Course Instructor: | Muhammad Fahad Anwer Chaudhary |
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Course Description

Business Policy and Strategy (or Strategic Management) is considered the capstone course in your undergraduate business education. The major focus of the course is about “strategy” and how the applications of strategic management, including analysis, formulation and execution are employed to lead an organization to sustainable success. Central to the theme of this course is the ability for students to recognize that an organization’s chances of survival and later, sustained growth and success, lie in the ability to identify and understand those market forces that create change and how each organization must adapt to survive. Only through a process of “strategic management” will a firm be able to address the competitive marketplaces of today’s global economies.

As such, the course will be structured around defining the characteristics of a sound strategic management process. Through analysis of external market forces and internal organizational challenges, students will begin to paint a picture of organizational effectiveness. Next, the course will address the key elements in developing a strategy and how the opportunity of “competitive advantages” becomes central to the firm’s existence. From there, the course will delve into the issues, opportunities and challenges inherent when a firm attempts to implement a strategy formulated. How should an organization be structured to compete in its markets? How does a firm build its asset base (both tangible and intangible) to better meet the demands of its market(s) and finally how does innovation play a significant role in the success of a firm?

As the capstone course, it has been designed to provide you with the opportunity to develop an essential leadership tool....confidence in your ability to analyze issues and make decisions. You will have the opportunity to synthesize your learning’s from previous business courses, including marketing, finance, operations, information systems and economics, into a comprehensive management process.

Course Objectives

1. ***Understand*** the strategic issues and policy decisions facing businesses and how current management concepts address these issues.
2. ***Understand*** and ***describe*** the strategic management process and the difference between strategic analysis, strategy formulation and strategy implementation.

3. **Acquire** an understanding of how to use new and existing knowledge to analyze "real world" cases and by so doing, to **understand** the complexity of strategic issues.
4. **Elaborate** on how strategic plans and policies are integrated, implemented and controlled and to comprehend the culture and ethical factors that influence these management activities.
5. **Analyze** new knowledge and use existing knowledge to **conduct** strategic and competitive analysis using various tools (e.g., five forces model, SWOT analysis, Portfolio matrix models) in a variety of industries.
6. **Evaluate** the formulation of business and corporate level strategies, the different business and corporate strategic types, alternative actions, and make sound strategic decisions using what-if analysis.
7. **Discuss** the leadership tasks associated with implementing and executing company strategies, and the action managers can take to promote competent strategy execution.
8. **Assess** the role of government policy in creating incentives and disincentives for a variety of competitive condition for both domestic and international competition.
9. **Demonstrate** how the various pieces of the knowledge they have acquired in their functional-oriented business courses fit together, and discuss why the different parts of a company's business need to be managed in strategic harmony for the company to operate successfully.
10. **Synthesize** and **apply** the concepts and analytical tools exposed to in the course by participating in managing a company through a business simulation game or conduct a strategic and competitive analysis of a company, both individually and as a member of a group.

Learning Outcomes

The workload in this course is well above average and to some, heavy. The assignments posted dictate a heavy load of reading and comprehension early in the term, along with teaming assignments that will be given. Accordingly, this course will be among the most mentally taxing, interesting, demanding and hopefully, enjoyable of your undergraduate experience. If you follow the assignments, do the required work on time and participate effectively in class and in group assignments, the workload is very manageable. If you delay in putting in the initial effort you will most likely fall behind early and forfeit a great learning opportunity and the chance for personal satisfaction. My pledge to you is that I will work as hard as anyone else to make this course a success for you and the class, as a whole.

Recommended books

Strategic Management Concept and Cases by Fred R. David

Strategic Management and Business Policy by Thomas I. Wheelen & J. David Hunger (8th edition)

Strategic Management Competitiveness and Globalization, Concept and Cases by Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson

Class rules & Teaching Methods:

1. Late work will result in a reduction of your grade.
2. Plagiarism and/or cheating will result in a fail grade.
3. Respect confidentiality.
4. Absenteeism and tardiness will adversely affect your grade, and the negative impact increases with each instance, you have to observe 80 % attendance in class.
5. **Class Preparation:** You are expected to have read all assigned readings before class and may be called upon to comment on these materials. The discussion questions at the end of the chapters may serve you well in preparing for class.
6. **Class Assignments:** Case studies/articles will be assigned and discussed at the end of each chapter according to given contents. At the end of each class, you will have to submit a review consisting of about a maximum of 500 words based on the case study or a research paper discussed in the class. The review will be submitted via email only on or before 12:00 AM on the date of lecture.
7. **Quizzes:** Oral quizzes would be held in each lecture. Written quizzes would be conducted as per given schedule.

Course Contents

| Lecture | Topic |
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| 1. | Introduction/Overview of course |
| 2. | Nature of strategic Management Stages Intuition and Analysis |
| 3. | Key terms in strategic management |
| 4. | Strategic Management Model |
| 5. | Pitfalls in strategic planning Quiz Guidelines for effective strategic management |

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| 6. | Case study discussion |
| 7. | Business Vision & Mission Assignment : developing & evaluating mission statements |
| 8. | External environment: opportunities, threats, industry competition, and competitor analysis External environment analysis |
| 9. | Industry environment analysis Competitive analysis |
| 10. | The internet environment: resources, capabilities, and core competencies The importance of internal analysis |
| 11. | Resources, capabilities and core competencies Building core competencies Outsourcing |
| 12. | Case study Assignment/Discussion |
| 13. | Strategies in Action types of business level strategy |
| 14. | Strategy types Means for achieving strategies |
| 15. | Corporate level strategy levels of diversification reasons for diversification related and unrelated diversification managerial motives of diversification |
| 16. | Quiz+Discussion |
| 17. | Acquisition and restructuring strategies The increasing use of mergers and acquisition strategies Effective restructuring |
| 18. | Strategy Analysis & Choice |
| 19. | Strategy formulation framework |
| 20. | Assignment :Experiential Exercises |
| 21. | Strategy Implementation: Management and Operation Issues |
| 22. | Implementation: Management Perspectives |
| 23. | Matching Structure with Strategy |
| 24. | Marketing, Finance/Accounting, R&D Issues in strategy implementation |
| 25. | Strategy Evaluation Process |
| 26. | Strategy Evaluation Framework |
| 27. | Strategic Management Case Analysis |

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| 28. | Final Quiz: Objective + Subjective type |
| 29. | Experiential Exercises/Case Study/Assignment |
| 30. | Class Presentations |
| 31. | Class Presentations |
| 32. | Course Overview/Course Discussion |

Grades Distribution

Mid-Term: 30%

Final Exam: 50%

Homework Assignments and quizzes: 15%

Discussion Forum participation: 5%