ALLAMA IQBAL OPEN UNIVERSITY ISLAMABAD
(Department of Business Administration)
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BUSINESS POLICY AND STRATEGY (887)

CHECKLIST

SEMESTER: SPRING, 2014

This packet comprises the following material:

1. Text Book
2. Course Outlines
3. Assignment No. 1 & 2
4. Assignment Forms (two sets)
5. Tutorial Schedule

If you find anything missing out of the above-mentioned material, please contact at the address given below:

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(Department of Business Administration)

WARNING

1. **PLAGIARISM OR HIRING OF GHOST WRITER(S) FOR SOLVING THE ASSIGNMENT(S) WILL DEBAR THE STUDENT FROM AWARD OF DEGREE/CERTIFICATE, IF FOUND AT ANY STAGE.**
2. **SUBMITTING ASSIGNMENTS BORROWED OR STOLEN FROM OTHER(S) AS ONE'S OWN WILL BE PENALIZED AS DEFINED IN "AIOU PLAGIARISM POLICY".**

Course: Business Policy and Strategy (887) **Semester: Spring, 2014**
Level: MBA **Total Marks: 100**
Pass Marks: 40

Instructions: To answer each question, please pursue the following guidelines:

- Review the literature to develop your understanding about the topic.
- Find the practical examples from authentic sources
- Build up arguments to support your conclusion
- Use Internet and Library sources to enrich your answers
- To maintain your academic integrity and honesty please integrate source material. There are basically three ways to integrate source material into your writing. You may
  - Quote it.
  - Paraphrase it.
  - Summarize it.
- Late assignments will not be entertained.

ASSIGNMENT No. 1

Note: Attempt all questions.

Q. 1 As a manager of any service organization, how would you identify and analyze strategic gap? **(20)**

Q. 2 Select any firm from services sector; discuss the general environment and competitive environment of that firm. **(20)**

Q. 3 Suppose you are running a large scale business organization, how will you use the technology to leverage human capital and knowledge? **(20)**

Q. 4 For any government organization in Pakistan, what will be the challenges and implications for the strategy development of Human Resource Management? Discuss in detail. **(20)**

Q. 5 Describe the growth of any international business through related diversification and through unrelated diversification. **(20)**

ASSIGNMENT No. 2

Total Marks: 100 **Pass Marks: 40**

This assignment is a research-oriented activity. You are required to obtain information from a business/commercial organization and prepare a report of about 1000 words on the topic allotted to you to be submitted to your teacher for evaluation.

You are required to select one of the following topics according to the last digit of your roll number. For example, if your roll number is P-3427180 then you will select topic # 0 (the last digit): -

Topics:

0) Strategic Analysis
1) Strategy Formulation
2) Challenges of Strategic Management
3) Strategy Evaluation
4) Strategy Implementation
5) Importance of Organizational Structure in Implementing Strategies
6) Managing Strategic Change
7) Competitive Advantage
8) Digital Business Strategy
9) Strategic Information System

The report should follow the following format:

1) Title page
2) Acknowledgements
3) An abstract (one page summary of the paper)
4) Table of contents
5) Introduction to the topic (brief history & significance of topic assigned)
6) Practical study of the organization (with respect to the topic)
7) Data collection methods
8) SWOT analysis (strengths, weaknesses, opportunities & threats) relevant to the topic assigned
9) Conclusion (one page brief covering important aspects of your report)
10) Recommendations (specific recommendations relevant to topic assigned)
11) References (as per APA format)
12) Annexes (if any)

GUIDELINES FOR ASSIGNMENT # 2:

- 1.5 line spacing
- Use headers and subheads throughout all sections
- Organization of ideas
- Writing skills (spelling, grammar, punctuation)
- Professionalism (readability and general appearance)

- Do more than repeat the text
- Express a point of view and defend it.

WORKSHOPS

The workshop presentations provide students opportunity to express their communication skills, knowledge & understanding of concepts learned during practical study assigned in assignment # 2.

You should use transparencies and any other material for effective presentation. The transparencies are not the presentation, but only a tool; the presentation is the combination of the transparencies and your speech. Workshop presentation transparencies should only be in typed format.

The transparencies should follow the following format:

1) Title page
2) An abstract (one page summary of the paper)
3) Introduction to the topic (brief history & significance of topic assigned)
4) Practical study of the organization (with respect to the topic)
5) Data collection methods
6) SWOT analysis (strengths, weaknesses, opportunities & threats) relevant to the topic assigned
7) Conclusion (one page brief covering important aspects of your report)
8) Recommendations (specific recommendations relevant to topic assigned)

GUIDELINES FOR WORKSHOP PRESENTATION:

- Make eye contact and react to the audience. Don't read from the transparencies or from report, and don't look too much at the transparencies (occasional glances are acceptable to help in recalling the topic to cover).
- A 15-minute presentation can be practiced several times in advance, so do that until you are confident enough. Some people also use a mirror when rehearsing as a substitute for an audience.

WEIGHTAGE OF THEORY & PRACTICAL ASPECTS IN ASSIGNMENT # 2 & WORKSHOP PRESENTATIONS

Assignment # 2 & workshop presentations are evaluated on the basis of theory & its applicability. The weightage of each aspect would be:

Theory:	60%
Applicability (practical study of the organization):	40%

BUSINESS POLICY AND STRATEGY
Code Outline: 887

Unit 1 Introduction to Strategic Management

- 1.1 Nature and importance of strategic management and strategy
  - 1.1.1 Attributes of strategic management
  - 1.1.2 Evolution of strategic management
  - 1.1.3 Strategic management process
  - 1.1.4 Development the vision and mission
  - 1.1.5 Characteristics of strategic decisions
  - 1.1.6 Strategy hierarchy
  - 1.1.7 Strategy triggering events
  - 1.1.8 Organizational objectives and the strategic choices
- 1.2 Strategic management in different contexts
  - 1.2.1 Small businesses
  - 1.2.2 Global companies
  - 1.2.3 Manufacturing and service organizations
  - 1.2.4 Innovatory organizations
  - 1.2.5 Public-sector organizations
  - 1.2.6 Voluntary and not-for- profit organizations
- 1.3 Challenges of strategic management

Unit 2 Strategic environments

- 2.1 The strategic importance of understanding the environment
- 2.2 The general environment
- 2.3 The macro-environment analysis
  - 2.3.1 PESTEL framework
  - 2.3.2 Structural drivers of change
  - 2.3.3 Impact of environmental influences
  - 2.3.4 Scenarios
- 2.4 The competitive environment
- 2.5 Industries and sectors analysis
  - 2.5.1 Sources of competition
  - 2.5.2 The dynamics of competition and hyper-competition
  - 2.5.3 Strategic groups
- 2.6 Organizational fields

2.7 Markets
- 2.7.1 Market segmentation
- 2.7.2 Understanding what customers value

2.8 Value chain analysis
2.9 SWOT analysis
2.10 Identifying and analysing strategic gap
2.11 Resource based view of the firm

Unit 3 Strategic Resources and Capabilities Analysis

3.1 The roots of strategic capabilities
3.2 Importance of knowledge in developing strategic capabilities
3.3 Human and social capital
3.4 Use of technology to leverage human capital and knowledge
3.5 Critical success factors
- 3.5.1 Available resources
- 3.5.2 Threshold resources
- 3.5.3 Unique resources

3.6 Competencies and core competencies
3.7 Delivering value for money
- 3.7.1 Sources of cost efficiency
- 3.7.2 Product features

3.8 Performing better than competitors
- 3.8.1 Historical comparison
- 3.8.2 Industry norms/standards
- 3.8.3 Benchmarking

3.9 Robustness
- 3.9.1 Rarity
- 3.9.2 Complexity
- 3.9.3 Causal ambiguity
- 3.9.4 Culture
- 3.9.5 Knowledge creation and integration

Unit 4 Strategy Development

4.1 The strategy lenses
- 4.1.1 Strategy as design
- 4.1.2 Strategy as experience

4.1.3 Strategy as ideas

4.2 Strategy development process

4.2.1 Strategic planning systems

4.2.2 Strategic leadership

4.2.3 Organizational politics

4.2.4 Logical incrementalism

4.2.5 Imposed strategy

4.2.6 Multiple processes of strategy development

4.3 Directions for strategy development

4.3.1 Protect and build on current position

4.3.2 Product development

4.3.3 Market development

4.3.4 Diversification

4.4 Methods of strategy development

4.4.1 Internal development

4.4.2 Mergers and acquisitions

4.4.3 Joint developments and strategic alliances

4.5 Challenges and implications for strategy development

4.5.1 Intended and realized strategies

4.5.2 Strategic drift

4.5.3 Uncertain and complex conditions

Unit 5 Corporate Level Strategy

5.1 Types of corporate strategy

5.2 Growth through related diversification

5.2.1 Leverage competencies

5.2.2 Sharing resources and activities

5.2.3 Vertical integration

5.3 Growth through unrelated diversification

5.4 Financial synergies and corporate parenting

5.4.1 Portfolio management

5.4.2 The restructure

5.4.3 The synergy manger

5.4.4 The parental developer

5.5 Means to achieve diversification

5.5.1 Mergers and acquisitions

5.5.2 Strategic alliances and joint ventures

5.5.3 Internal development

5.6 Managing corporate portfolio

5.6.1 The growth share matrix (or BCG box)

5.6.2 Balance in public sector portfolio

5.6.3 The directional policy matrix

5.6.4 The parenting matrix

5.6.5 Trends in portfolio management

5.7 Managerial motives to diversify

5.8 International strategy

5.8.1 Understanding global economy

5.8.2 Factors affecting a country's competitiveness

5.8.3 Motivations of international expansion

5.8.4 Risks of international expansion

5.8.5 Achieving competitive advantage in global markets

5.8.6 Entry modes of international expansion

Unit 6 Business Level Strategy and Functional Strategy

6.1 Types of business strategy

6.2 Forces influencing business strategy

6.3 Bases of competitive advantage

6.3.1 Price base strategies

6.3.2 Differentiation strategies

6.3.3 Hybrid strategy

6.3.4 Focus strategies

6.4 Sustaining competitive advantage

6.5 Strategic implications of industry life cycle

6.6 Competition and collaboration

6.7 Game theory

6.7.1 Simultaneous game

6.7.2 Sequential game

6.7.3 Repeated games

6.7.4 Changing the rules of the game

6.8 Competitive advantage in hyper-competitive conditions

6.9 Digital business strategy

6.9.1 Role of technology in business competition

6.9.2 Impact of digitally based capabilities on competitive forces

6.9.3 Uses of Internet to add value and achieve unique advantage

6.9.4 Use of Internet-enabled business models
6.9.5 How digital strategies can improve competitive position
6.9.6 Pitfalls associated with using the Internet and digital technologies

Unit 7 Creating Effective Organizational Structure

7.1 Importance of organizational structure in implementing strategies
7.2 Patterns of growth of large companies
7.3 Elements of organizational structure
7.3.1 Work specialization
7.3.2 Departmentalization
7.3.3 Chain of command
7.3.4 Span of control
7.3.5 Centralization-decentralization
7.3.6 Formalization
7.4 Factors affecting organizational structure
7.4.1 Strategy
7.4.2 Size
7.4.3 Technology
7.4.4 Environmental uncertainty
7.5 Structural types
7.5.1 Traditional
7.5.1.1 Simple
7.5.1.2 Functional
7.5.1.3 Divisional
7.5.2 Contemporary
7.5.2.1 Team-based
7.5.2.2 Matrix
7.5.2.3 Project-based
7.5.2.4 Boundaryless: Virtual, Network and Modular
7.6 Creating Ambidextrous Organizations
7.7 Challenges in organizational design
7.7.1 Keeping employees connected
7.7.2 Building a learning organization
7.7.3 Global structural issues

Unit 8 Strategy Implementation

8.1 Managing people

8.1.1 People as a resource
8.1.2 People as the cultural and political context
8.1.3 Organizing people
8.1.4 Competitive advantage through people

8.2 Managing information
8.2.1 Information and strategic capability
8.2.2 Information and changing business models
8.2.3 Information and structuring
8.3 Managing finance
8.3.1 Managing for value
8.3.2 Funding strategic development
8.3.3 Financial expectations of stakeholders
8.4 Managing technology
8.4.1 Technology and competitive situation
8.4.2 The diffusion of innovation
8.4.3 Technology and strategic capability
8.4.4 Organizing technology development
8.5 Integrating resources

Unit 9 Strategy Evaluation and Managing Strategic Change
9.1 Measures of corporate performance
9.2 Strategic information systems
9.3 Strategy evaluation process
9.4 Strategy evaluation criteria
9.4.1 Suitability
9.4.2 Acceptability
9.4.3 Feasibility
9.5 Strategy evaluation methods
9.6 Strategic control
9.7 Managing Strategic Change
9.7.1 Types of strategic change
9.7.2 Levels of change
9.7.3 Forces for change
9.7.4 Diagnosing the change situation
9.7.5 Levers for managing strategic change
9.7.6 Change process

Recommended Books:

David, R. F. (Strategic Management) 8th Ed. Islamabad, NBF

Dess, G. G., Lumpkin, G. T. and Eisner, A. B. (2007) *Strategic management: text and cases*, 3rd Ed., Boston: McGraw-Hill/Irwin.

Dess, G. G., Lumpkin, G. T. and Eisner, A. B. (2007) *Strategic management: creating competitive advantages*, 3rd Ed., Boston; London: McGraw-Hill/Irwin.

Johnson, G., Scholes, K. and Whittington, Richard (2006) *Exploring corporate strategy*, 7th Ed., Harlow: Prentice Hall.

FitzRoy, Peter and Hulbert, J. M. (2005) *Strategic management: creating value in a turbulent world*, Chichester: Wiley.

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