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**Unit I: Nature & Importance of Business Policy & Strategy**

**Case Study: Infosys’ Vision and Mission Alignment**

**Background**
Infosys, one of India's leading IT companies, crafted a mission statement to drive its growth and innovation. Its mission is to "navigate clients’ digital transformation by leveraging advanced technologies."

**Scenario**
The company’s leadership team identified the need for a mission that reflected its core values of innovation, sustainability, and client satisfaction. This mission guided its strategy formulation and aligned the organization’s goals across global markets.

**Key Points**

1. **Strategic Management Process**:
	* Integrated corporate, business, and functional strategies for seamless execution.
2. **Need for a Mission Statement**:
	* Unified employees across geographies under a common goal.
3. **Evaluation Criteria**:
	* The mission was specific, actionable, and aspirational.

**Discussion Questions**

1. How does Infosys’ mission align with its business strategy?
2. What criteria make Infosys' mission statement effective?

**Unit II: Environmental Analysis & Diagnosis**

**Case Study: Maruti Suzuki and Environmental Analysis**

**Background**
Maruti Suzuki faced stiff competition from global auto brands entering the Indian market. The company needed to analyze its environment to retain its market leadership.

**Scenario**
The company used Porter’s 5 Forces Model to understand competitive forces, evaluate threats, and capitalize on its strengths.

**Key Points**

1. **External Environment**:
	* Remote factors: Economic growth in India boosted demand for automobiles.
	* Specific factors: Increased competition from Hyundai, Honda, and Toyota.
2. **Internal Analysis**:
	* Leveraged its core competence in cost-effective manufacturing.
	* Focused on its value chain to enhance supply chain efficiency.

**Outcomes**
Maruti Suzuki launched affordable models with advanced features to counter competition, retaining its market dominance.

**Discussion Questions**

1. How did Porter’s 5 Forces analysis help Maruti Suzuki refine its strategy?
2. What role did internal capabilities play in the company’s success?

**Unit III: Formulation of Competitive Strategies**

**Case Study: Reliance Jio’s Offensive Strategy**

**Background**
Reliance Jio disrupted India’s telecom market by offering free voice calls and low-cost data plans, a classic example of an offensive strategy.

**Scenario**
When Reliance Jio entered the market in 2016, it adopted cost leadership, one of Porter’s generic strategies. This offensive move forced competitors like Airtel and Vodafone to slash prices.

**Key Points**

1. **Offensive Moves**:
	* Leveraged economies of scale to offer unbeatable pricing.
2. **Corporate Growth Strategy**:
	* Focused on market penetration and customer acquisition.
3. **Competitive Advantage**:
	* Established a digital ecosystem (Jio apps, devices, and services).

**Outcomes**
Reliance Jio gained over 400 million subscribers within a few years, transforming India’s telecom landscape.

**Discussion Questions**

1. How did Jio’s offensive strategy challenge competitors?
2. What role did cost leadership play in Jio’s success?

**Unit IV: Strategic Framework**

**Case Study: Tata Steel and Strategic Portfolio Management**

**Background**
Tata Steel diversified its operations across geographies and product lines to mitigate risks and enhance growth.

**Scenario**
The company used the BCG matrix to evaluate its business units and prioritize resource allocation. For example:

* **Stars**: Operations in Europe with strong market share and growth.
* **Cash Cows**: Domestic operations providing steady revenue.
* **Question Marks**: Emerging markets in Africa.
* **Dogs**: Non-performing ventures that were divested.

**Key Points**

1. **Portfolio Analysis**:
	* Helped in identifying areas for investment and divestment.
2. **Balanced Scorecard**:
	* Monitored financial, customer, internal process, and innovation metrics.
3. **Strategic Control**:
	* Regular evaluation ensured alignment with corporate objectives.

**Outcomes**
Tata Steel’s focus on growth markets and divestment of non-performing units improved profitability and global competitiveness.

**Discussion Questions**

1. How did the BCG matrix guide Tata Steel’s resource allocation?
2. What role did strategic control play in ensuring effective implementation?