



HIMACHAL PRADESH NATIONAL LAW UNIVERSITY, SHIMLA

Semester: III

B.B.A. LL.B. (Hons.)

Paper Code: BBL-301

Strategic Management

Credit - 04

Introduction:

The course is divided into four modules to develop the ability to think strategically, analyze the competitive environment, and recommend firm positioning and value creation. This course will explore the underlying theory and frameworks that provide the foundations of a successful business strategy and the tools needed to understand that strategy. How an industry's structure is assessed and how the competitive dynamics in an industry affect its profitability will also be explored. At the same time, the focus will be on diversified cases related to legal aspects and their impact on the strategy of the organization and industry as a whole.

Course Objectives:

1. To expose students to various perspectives and concepts in Strategic Management.
2. To understand the principles of Strategy Formulation.
3. To help the students understand how to implement strategies effectively.
4. To help the students understand the process of Strategic Evaluation and Control.

Learning Outcomes:

On the successful completion of course, students will be able to:

1. Develop skills for applying these concepts to solve business problems.
2. Analyze the internal and external environment of the business.
3. Develop and prepare organizational strategies that will be effective for the business environment.
4. Devise strategic approaches to managing a business successfully in a global context.

Module - I

Foundation of Strategic Management

- 1.1. Evolution of Strategic Management, Understanding Strategy & Strategic Management;
- 1.2. Strategic Decision making;
- 1.3. Schools of Strategic Management;
- 1.4. Model of Strategic Management Process;
- 1.5. Strategic Intent (Vision, Mission, Business Definition, Goals, Objectives).

Module - II

Internal and External Appraisal

- 2.1 External Appraisal (Environmental Analysis, Environmental Threat and Opportunity Profile (ETOP));
- 2.2 Internal Appraisal (Organization Analysis/Appraisal, Strategic Advantage Profile (SAP));
- 2.3 Organizational Appraisal Techniques (Value Chain, Bench-Marking, Balanced Score Card);
- 2.4 SWOT (Strength Weakness Opportunity Threats) Analysis;
- 2.5 TOWS (Threats Opportunity Weakness Strength) Analysis.

Module - III

Strategic Alternatives and Strategic Choice

- 3.1 Corporate Level Strategic (Stability Strategy, Expansion, and Retrenchment Strategy);
- 3.2 Business Level Strategies (Michael Porter's Generic Strategies);
- 3.3 Corporate Portfolio Analysis (G. E. Nine Cell Matrix, BCG Matrix);
- 3.4 Industry Analysis (Michael Porter's 5 Force Model);
- 3.5 Competitors Analysis.

Module - IV

Strategic Implementation, and Strategic Evaluation and Control

- 4.1. Interdependence of Formulation and Implementation of Corporate Strategy;
- 4.2. Model of Strategic Implementation;
- 4.3. Strategic Implementation (Structural, Leadership, and Behavioural Implementation, Functional and Operational Implementation);
- 4.4. Strategic Evaluation (Importance, Participants and Barriers to Evaluation, Tools and Techniques for Evaluation Process);
- 4.5. Strategic Control (Organizational Control and Strategic Control, Process of Strategic Control, Implementing Strategic Control).

Prescribed Books:

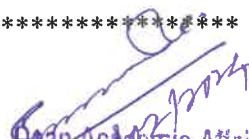
1. Charles W. L. Hill, Melissa A. Schilling, and Gareth R. Jones, STRATEGIC MANAGEMENT: AN INTEGRATED APPROACH, (2020).
2. Thomas I. Wheelen *et al.*, CONCEPTS IN STRATEGIC MANAGEMENT AND BUSINESS POLICY: GLOBALIZATION, INNOVATION AND SUSTAINABILITY, (Pearson Publications, 2015).
3. Azhar Kazmi, STRATEGIC MANAGEMENT AND BUSINESS POLICY, (Tata McGraw Hill, 2020).
4. Fred R. David and Forest R. David, STRATEGIC MANAGEMENT, CONCEPTS AND CASES, (Pearson's Publications, 2016).

Prescribed Readings:

1. W. C. Kim and R. Mauborgne, BLUE OCEAN STRATEGY, EXPANDED EDITION: HOW TO CREATE UNCONTESTED MARKET SPACE AND MAKE THE COMPETITION IRRELEVANT, (Harvard Business Review Press, 2014).
2. R. S. Kaplan, PUTTING THE BALANCED SCORECARD TO WORK, (Harvard Business Review, 2015).

Suggested Readings:

1. S. R. Lee, *The myth of the flat start-up: Reconsidering the organizational structure of start-ups*, 43 SMJ 58-92 (2021).
2. P. B. Bhaskaran, and N. Bandoowala, *Walmart's Acquisition of Flipkart: Emerging Paradigm of the Digital Era* 9 SAJBMC 24-39 (2020).
3. Luis Ángel Guerras-Martín, Anoop Madhok and Ángeles Montoro-Sánchez, *The Evolution of Strategic Management Research: Recent Trends and Current Directions* 17 BRQ 69-76 (2014).
4. Marcelo Bucheli, Luciano Ciravegna, and Luis Felipe Sáenz, *The octopus that shrank: A historical analysis of how multinationals address policy and contractual uncertainty in a global value Chain*, SMJ 1-35 (2023).
5. D. Mitchell, *Strategic implementation: An illustration of theory/practice disconnect in public administration* 42 PAQ 59-89 (2018).
6. Strategic Management Case Analysis of various organizations will be referred to as per the requirement of the topics.


Dean Academic Affairs
H.P. National Law University, Shimla