

Module	Strategic Management 1
Course code	BABSH-SM1
Credits	10
Important notes	Available to students who have completed at least two Organisational Management/Marketing Strategy courses/modules or similar.
Allocation of marks	40% Continuous Assessment 60% Final Examination

Intended Module Learning Outcomes

On successful completion of this module, the learner will be able to:

1. Critically appraise the relevance of strategic management concepts, theories and empirical research to organisational case studies.
2. Analyse the main structural features of an industry and develop strategies that position the firm most favorably in relation to competition.
3. Appraise the resources and capabilities of the firm in terms of their ability to confer sustainable competitive advantage and formulate strategies that leverage a firm's core competencies.
4. Formulate strategies for exploiting international business opportunities including foreign entry strategies and international location of production.
5. Evaluate the potential obstacles to strategy implementation in an organisation and develop methods to overcome such obstacles.
6. Examine the overall scope and direction of a corporation and the way in which headquarters manage various business operations to achieve particular goals.

Module Objectives

This module introduces the key concepts and frameworks of strategic management. It is concerned with the key managerial decisions that affect the long-term performance of the organisation. The principles of environmental analysis, strategy formulation, strategy implementation and evaluation of strategic choices are examined.

This module is interdisciplinary and learners build upon existing knowledge of environments that include the organisation itself, industry and the wider macro environments. In addition, existing knowledge gained from studying key functional areas including finance, marketing, human resources and operations is drawn together and built upon.

The module is designed to develop the learner's skills in diagnosing the strategic health of organisations and providing strategic recommendations to senior management.

Module Curriculum

Introducing the Concepts

- Strategy and Strategic Management
- The Strategic Management Process
- Who is involved in Strategic Management

The Context of Managing Strategically

- Different perspectives of competitive advantage
- Environmental uncertainty and the driving forces
- Managing strategically in today's context

Assessing Opportunities and Threats: Doing an External Analysis

- Industry and competitive environments
- Strategic Group Analysis
- General environment that indirectly affect the organisation
- Information assembly and evaluation

Assessing Strengths and Weaknesses: Doing an Internal Analysis

- Internal audit of Resources, capabilities and competencies
- Tools for internal analysis
- Determining an organisations strengths and weaknesses

Functional and Competitive Strategies

- What functional strategies does an organisation need?
- Understanding the competitive environment
- The role of resources, and distinctive capabilities in gaining competitive advantage
- Competitive strategies

Corporate Strategies

- Relating corporate strategy to other organisational strategies
- Directional corporate strategy (Growth, stability and retrenchment strategies)
- Corporate Parenting and Portfolio analysis

International Strategies

- Issues that arise as organisations go international
- International strategic alternatives (Multi-country V Global Approach)