

Name of Course / Module	Strategic Management				
Course Code	MBA-P 707				
ECTS	6				
Name of Academic Staff					
Rationale for the inclusion of the course / module in the programme	<ul style="list-style-type: none"> <li>The purpose of this module is to involve students to take a holistic approach to understand the integrating nature of strategic management, and its importance to managing a successful organization in a business environment full of uncertainty and constant change.</li> <li>Students will not only study the analytical techniques for strategy formulation and implementation, but they will also be made aware of the international and global strategic developments that impacting business management.</li> <li>At the same time, students are exposed to case analysis so as to provide them with the necessary skills to take strategic decision. While this may be a demanding task, it is the key to effective management of strategy, and a crucial task of modern managers in today's business world.</li> </ul>				
Year / Semester Offered	Year 2 Semester 2				
Total Student Learning Time (SLT)	Face to Face	Student Self- Learning			Total Guided and Independent Learning
	Lecture 42 hours	Lecture 28 hours	Assignments (2000 – 2500 words) 20 x 2 = 40 hours	Examination 20 hours	130
Pre-requisites (if any)	-				
Objectives	<p>For students to:</p> <ul style="list-style-type: none"> <li>To acquire a comprehensive appreciation of the theoretical framework and practical nature of strategic management.</li> <li>To develop skill and knowledge to analyze various strategic problems and situations</li> <li>To be able to have the ability to use strategic information for decision-making</li> <li>To appreciate how and why technological changes and globalization shaping the 21<sup>st</sup> century competitive landscape.</li> </ul>				
Learning outcomes	<p>On completion of this module, students should be able to:</p> <ul style="list-style-type: none"> <li>Comprehend and develop a broad perspective of organizational strategies</li> <li>Engage in the analysis and decision-making of complex situations</li> <li>To have the ability to develop strong insights into the ever-changing nature of the environment</li> <li>Develop the skills and the capability to lead the organization to attain sustainable competitive advantage and economic growth.</li> <li>Be able to recognize strategic changes in the market environment</li> </ul>				
<b>Transferable Skills:</b>					
<b>Skills and how they are developed and assessed, Project and practical experience and Internship</b>					
Information Technology and Information Skills	Can monitor, assess and critically reflect on the use of IT and information skills and identify ways of further developing these skills				
Employability	Can assess the effectiveness of the skills development and identify further ways of developing skills required by employers				
Study Skills	Is autonomous in study and the use of resources for learning. Makes professional use of others in support of self-directed learning.				
Problem Solving	Is confident and autonomous in problem solving. Can isolate, clarify, assess				

	and manage resolution of most relevant problems.
Communication	Can engage confidently in academic and professional communication with others within her/his field.
Working with Others	Can clarify a group task and lead, work with or work within a group towards defined outcomes, making appropriate use of the capacities of the group members. Is able to negotiate and handle conflict with confidence
Teaching-learning and assessment strategy	<ul style="list-style-type: none"> <li>Traditional teaching methods are mostly fit for courses like this, which require a high degree of theoretical knowledge although student participation through questions, opinions and constructive discussions is extremely valuable for an in-depth understanding of the course material.</li> <li>Written projects, in-class presentations and a wide range of exercises, are adopted as one of the best ways to acquire a better knowledge and understanding of the course material.</li> </ul>
Synopsis	This module covers a comprehensive understanding of the strategic management process, strategic and techniques, and strategic thin king skills so necessary for today's strategic actions to create value and earn above-average-returns.
Mode of Delivery	Lectures
Assessment Methods and Types	<ul style="list-style-type: none"> <li>Assignment : 50%</li> <li>Case study Exam : 50%</li> </ul>

#### Mapping of the course / module to the Programme Aims

Key Skill	Developed and Assessed in Modules	Location and Description of Key Skill Assessment Opportunity (Formative and Summative)
Information Technology and Information Skills	All taught modules MBA Themes	Both MBA themes culminate in the production and delivery of a group presentation. Student IT and information skills will be developed and assessed via theme-based activities.
Employability	All taught modules MBA Themes	Throughout the taught programme there is a constant emphasis upon acquiring and developing skills for employment
Study Skills	All taught modules MBA Themes Project	Acquired and developed during the management of knowledge programme and research techniques module. Prerequisite to a taught modules The MBA themes also promote problem solving.
Problem Solving	All taught modules MBA Themes	All modules involve problem solving in business All modules include case studies/workshops to develop problem solving skills (isolate, clarify, assess and manage resolution of business problems) The MBA themes also promote problem solving.

Communication	All taught modules MBA Themes	Discussions with class/group members using case studies and current business issues are part of taught element of each module Each taught module requires the production of an assessed report worth up to 50% of module mark. Its assessment includes effectiveness of written communication. During the taught programme students will deliver several verbal presentations – at least two of which will be assessed. Each theme concludes with student groups delivering a verbal presentation to panel of assessors.
Working with Others	All taught modules MBA Themes	Group work is part of the taught element of each module. A constant in theme delivery is student group work. Students are expected to work in groups throughout the taught stage and especially during the theme residential event.

#### Mapping of the course / module to the programme learning outcomes

Information Technology and Information Skills	Can monitor, assess and critically reflect on the use of IT and information skills and identify ways of further developing these skills
Employability	Can assess the effectiveness of the skills development and identify further ways of developing skills required by employers
Study Skills	Is autonomous in study and the use of resources for learning. Makes professional use of others in support of self-directed learning.
Problem Solving	Is confident and autonomous in problem solving. Can isolate, clarify, assess and manage resolution of most relevant problems.
Communication	Can engage confidently in academic and professional communication with others within her/his field.
Working with Others	Can clarify a group task and lead, work with or work within a group towards defined outcomes, making appropriate use of the capacities of the group members. Is able to negotiate and handle conflict with confidence

#### Content outline of the course/module and the SLT per topic

Week	Topic	Lecturers
1	<ul style="list-style-type: none"> <li>Introducing Strategy</li> <li>What is Strategy?</li> <li>Strategic Management</li> <li>Strategic Management in different contexts</li> <li>The challenges of Strategic Management</li> </ul>	3
2	<ul style="list-style-type: none"> <li>The Environment</li> <li>The macro-environment</li> <li>Industries and sectors</li> <li>Competitors and markets</li> <li>Opportunities and threats</li> </ul>	3
3	<ul style="list-style-type: none"> <li>Strategic Capability</li> <li>Foundations of a Strategic Capability</li> <li>Cost efficiency</li> <li>Capabilities for sustainable competitive advantage</li> </ul>	3
4	<ul style="list-style-type: none"> <li>Strategic Capability</li> <li>Organizational knowledge</li> <li>Diagnosing strategic capability</li> </ul>	3

	<ul style="list-style-type: none"> <li>• Managing strategic capability</li> </ul>	
5	<ul style="list-style-type: none"> <li>• Expectations and Purposes</li> <li>• Corporate governance</li> <li>• Stakeholder expectations</li> <li>• Business ethics and social responsibility</li> <li>• The cultural context</li> <li>• Communicating organizational purposes</li> </ul>	3
6	<ul style="list-style-type: none"> <li>• Business-Level Strategy</li> <li>• Identifying strategic business units</li> <li>• Bases of competitive advantage: the 'strategy clock'</li> <li>• Sustaining competitive advantage</li> </ul>	3
7	<ul style="list-style-type: none"> <li>• Business-Level Strategy</li> <li>• Competitive strategy in hypercompetitive conditions</li> <li>• Competition and collaboration</li> <li>• Game theory</li> </ul>	3
8	<ul style="list-style-type: none"> <li>• Corporate-Level and International Strategy</li> <li>• Product/market diversity</li> <li>• International diversity and international strategy</li> <li>• Value creation and the corporate parent</li> <li>• Managing the corporate portfolio</li> </ul>	3
9	<ul style="list-style-type: none"> <li>• Directions and Methods of Development</li> <li>• Directions for strategy development</li> <li>• Methods of strategy development</li> <li>• Success criteria</li> </ul>	3
10	<ul style="list-style-type: none"> <li>• Organizing for Success</li> <li>• Structural types</li> <li>• Processes</li> <li>• Relationships</li> <li>• Configurations</li> </ul>	3
11	<ul style="list-style-type: none"> <li>• Enabling Success</li> <li>• Managing people</li> <li>• Managing information</li> <li>• Managing finance</li> <li>• Managing technology</li> </ul>	3
12	<ul style="list-style-type: none"> <li>• Managing strategic change</li> <li>• Diagnosing the change situation</li> <li>• Change Management: -styles and roles</li> <li>• Levers for managing strategic change</li> <li>• Potential pitfalls of change programmes</li> </ul>	3
13	<ul style="list-style-type: none"> <li>• Understanding Strategy Development</li> <li>• Intended and emergent strategies</li> <li>• Intended strategy development</li> <li>• Emergent strategy development</li> </ul>	3
14	<ul style="list-style-type: none"> <li>• Understanding Strategy Development</li> <li>• Multiple processes of strategy development</li> <li>• Challenges and implications for strategy development</li> </ul>	3
	Total	42

	ECTS	6
Main references supporting the course	<ul style="list-style-type: none"> <li>• Thompson, Strickland, Gamble, 2019, Crafting and Executing Strategy, 17<sup>th</sup> Edition, Mc-Graw Hill International Edition, New York.</li> </ul>	
Additional references supporting the course	<ul style="list-style-type: none"> <li>• John A. Pearce II &amp; Richard B. Robinson, Jr. Strategic Management: Formulation, Implementation, and Control. 11th ed. McGraw-Hill Irwin, c2009.</li> <li>• Fred R. David. Strategic Management: Concepts. 12<sup>th</sup> Ed. Pearson Education, c2009.</li> <li>• Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson. Strategic Management: Competitiveness and Globalization: Concepts &amp; Cases. 8th ed. South-Western, c2009.</li> </ul>	