

<b>ITEM</b>		
1. Title of subject	Strategic Management	
2. Subject code	DBA 205	
3. Status of subject	Compulsory	
4. Stage	Diploma	
5. Credit Hours	Three (3)	
6. Pre-requisite	Pass year one of diploma	
7. Assessment	<p>Course work: 30%</p> <p>    First test - 10%</p> <p>    Second test - 10%</p> <p>    Assignment - 10%</p> <p>Final examination: 70% – 3-hour essay questions examination</p>	
8. Semester	Semester 5	
9. Objective of subject	To expose students to the reality of strategic management and to build skills for strategic decision making.	
10. Synopsis of subject	Strategic management examines the development and implementation of strategies in organizations. The subject introduces frameworks and techniques that support the strategic management process.	
11. Details of subject	Contents	Hours
Week 1 and 2	Topic: An Introduction to Strategic Management	6

	<p><b>Learning Outcomes:</b> After studying this unit, students should be able to:</p> <ol style="list-style-type: none"> <li>1. Explain the role of strategic management in modern organizations and assess its importance.</li> <li>2. Outline the key elements in the process of strategic management planning.</li> <li>3. Explain the major patterns and drivers of strategy development within organizations.</li> <li>4. Discuss the application and development of corporate strategy in different types of organizations.</li> </ol> <p><b>Activity:</b> Case study: Electrolux, Johnson et al., page 37-40.</p> <p><b>Further reading for this lesson:</b> Johnson et al., Chapter 1, page 5-35.</p> <p>ABE Advanced Diploma in Business Administration Study Manual - Corporate Strategy Unit 1: Page 1-13.</p>	
<p>Week 3 and 4</p>	<p>Topic: Strategic Analysis 1 (The External Environment)</p> <p><b>Learning Outcomes</b> After studying this unit, students should be able to:</p> <ol style="list-style-type: none"> <li>1. Explain the importance and scope of analysis in corporate planning.</li> <li>2. Discuss the range and influence of external factors in strategic management and identify key environmental drivers.</li> <li>3. Discuss the importance of competitor and market analysis.</li> <li>4. Explain and use appropriate tools in the analysis of the external environment.</li> </ol> <p><b>Activity:</b> Case study: Global forces and the European brewing industry, Johnson et al., page 108-114.</p> <p><b>Further reading for this lesson:</b> Johnson et al., Chapter 2, page 63-107.</p> <p>ABE Advanced Diploma in Business Administration Study Manual - Corporate Strategy Unit 2: Page 17-38.</p>	<p>6</p>
<p>Week 5</p>	<p>Topic: Strategic Analysis 2 (The Internal Environment)</p>	<p>3</p>

	<p><b>Learning Outcomes:</b> After studying this unit, students should be able to:</p> <ol style="list-style-type: none"> <li>1. Explain the role and importance of the concepts of resources, competences and strategic capability and discuss their interrelationship;</li> <li>2. Explain and use appropriate tools and techniques for conducting an internal appraisal.</li> </ol> <p><b>Activity:</b> Case study: Listening at eBay, Johnson et al., page 160-162.</p> <p><b>Further reading for this lesson:</b> Johnson et al., Chapter 3, page 115-159.</p> <p>ABE Advanced Diploma in Business Administration Study Manual - Corporate Strategy Unit 3: Page 39-56.</p>	
<p>Week 6</p>	<p><b>Topic: Strategic Development and the Bases of Strategic Choice</b></p> <p><b>Learning Outcomes:</b> After studying this unit, students should be able to:</p> <ol style="list-style-type: none"> <li>1. Identify the nature and scope of strategic development;</li> <li>2. Explain the three bases of strategic choice;</li> <li>3. Explain and use appropriate techniques to elucidate strategic options within each of the three bases.</li> </ol> <p><b>Activity:</b> Case study: Madonna: Still the reigning queen of pop? Johnson et al., page 275-277.</p> <p><b>Further reading for this lesson:</b> Johnson et al., Chapter 5, page 239-274.</p> <p>ABE Advanced Diploma in Business Administration Study Manual - Corporate Strategy Unit 4: Page 57-71.</p>	<p>3</p>
<p>Week 7</p>	<p><b>Topic: Strategic Direction and Methods of Development</b></p> <p><b>Learning Outcomes:</b> After studying this unit, students should be able to:</p> <ol style="list-style-type: none"> <li>1. Identify and explain the range of possibilities for strategic direction;</li> <li>2. Identify and explain the range of methods available for strategy development;</li> <li>3. Explain and use appropriate techniques to elucidate potential strategic directions.</li> </ol>	<p>3</p>

	<p>Activity: Case study: The Virgin Group, Johnson et al., page 333-337.</p> <p>Further reading for this lesson: Johnson et al., Chapter 6, page 280-332.</p> <p>ABE Advanced Diploma in Business Administration Study Manual - Corporate Strategy Unit 5: Page 73-87.</p>	
<p>Week 8 and 9</p>	<p>Topic: Strategy Evaluation and Selection</p> <p>Learning Outcomes: After studying this unit, students should be able to:</p> <ol style="list-style-type: none"> <li>1. Discuss the key criteria in evaluating strategies;</li> <li>2. Explain and use appropriate techniques in evaluating alternative strategies;</li> <li>3. Identify and explain approaches to the process of selection.</li> </ol> <p>Activity: Case study: Tesco plots to make more dough, Johnson et al., page 380-381.</p> <p>Further reading for this lesson: Johnson et al., Chapter 7, page 339-379.</p> <p>ABE Advanced Diploma in Business Administration Study Manual - Corporate Strategy Unit 6: Page 89-109.</p>	<p>6</p>
<p>Week 10</p>	<p>Topic: Implementation and Control 1 - Organization</p> <p>Learning Outcomes: After studying this unit, students should be able to:</p> <ol style="list-style-type: none"> <li>1. Discuss the importance of organizational design and structure in strategy implementation;</li> <li>2. Identify the impact of alternative organizational structures on strategy implementation;</li> <li>3. Discuss the advantages and limitations of centralized or decentralised structures in respect of strategic planning and control.</li> </ol> <p>Activity: Case study: Building One BBC, Johnson et al., page 441-444.</p>	<p>3</p>

	<p>Further reading for this lesson: Johnson et al., Chapter 8, page 395-440.</p> <p>ABE Advanced Diploma in Business Administration Study Manua I- Corporate Strategy Unit 7:Page 111-127.</p>	
Week 11	<p>Topic: Implementation and Control 2 - Resources</p> <p>Learning Outcomes: After studying this unit, students should be able to:</p> <ol style="list-style-type: none"> <li>1. Analyse the ways in which resource allocation is central to strategic implementation;</li> <li>2. Discuss the role of resource plans in implementatkion and control and explain the processes involved;</li> <li>3. Identify the value to the organization of information as a resource and assess the potential role of information systems in improving strategic development and implementation.</li> </ol> <p>Activity: Case study: NHS Direct – a fast-moving and developing service, Johnson et al., page 495-502.</p> <p>Further reading for this lesson: Johnson et al., Chapter 9, page 445-494.</p> <p>ABE Advanced Diploma in Business Administration Study Manual - Corporate Strategy Unit 8: Page 129-148.</p>	3
Week 12	<p>Topic: Managing Strategic Change</p> <p>Learning Outcomes: After studying this unit, students should be able to:</p> <ol style="list-style-type: none"> <li>1. Review the types of change arising from strategic decisions;</li> <li>2. Identify the key levers in the change process;</li> <li>3. Discuss the issues which need to be managed in achieving effective change;</li> <li>4. Analyse the importance of change agents and explain the role of internal and external stakeholders in implementing change.</li> </ol> <p>Activity: Case study: The Compagnie des Services Petroliers (CSP), Johnson et al., page 546-549.</p>	3

	<p>Further reading for this lesson: Johnson et al., Chapter 10, page 503-544.</p> <p>ABE Advanced Diploma in Business Administration Study Manual - Corporate Strategy. Unit 9: Page 149-169.</p>		
Week 13 and 14	Topic: Issues and Development in Modern Corporate Strategy		6
	<p>Learning Outcomes: After studying this unit, students should be able to:</p> <ol style="list-style-type: none"> <li>1. Discuss the implications of international trade and globalization for strategic planning and implementation, with particular reference to management, developing plans and organizational structures;</li> <li>2. Identify the key issues raised by the concepts of social responsibility and business ethics and discuss their impact on corporate strategy;</li> <li>3. Assess the impact of environmental concerns on strategic planning and implementation.</li> </ol>		
	<p>Activity: Case study: Manchester United - brand of hope and glory, Johnson et al., page 217-222.</p>		
	<p>Further reading for this lesson: Johnson et al., Chapter 4, page 163-215.</p> <p>ABE Advanced Diploma in Business Administration Study Manual - Corporate Strategy Unit 10: Page 171-186.</p>		
	Total		42
12. Text	Compulsory	Johnson, G., Scholes, K., and Whittington, R. (2005). <i>Exploring Corporate Strategy</i> (7 <sup>th</sup> ed.). Prentice Hall.	
	Reference	<p>ABE Advanced Diploma in Business Administration Study Manual - Corporate Strategy</p> <p>Thompson, A. A., &amp; Strickland, A. J. (2001). <i>Strategic Management</i> (12<sup>th</sup> ed.). McGraw Hill.</p>	