

## **COURSE SPECIFICATION DOCUMENT**

**NOTE:** ANY CHANGES TO A CSD MUST GO THROUGH ALL OF THE RELEVANT APPROVAL PROCESSES, INCLUDING LTPC.

<b>Academic School:</b>	Business and Economics
<b>Programme:</b>	Masters of Business Administration
<b>FHEQ Level:</b>	7
<b>Course Title:</b>	Strategic Management
<b>Course Code:</b>	MGT 7130
<b>Course Leader:</b>	Dr Parviz Dabir-Alai
<b>Student Engagement Hours:</b>	200
Lectures:	39
Seminar / Tutorials:	6
Independent / Guided Learning:	155
<b>Semester:</b>	Spring
<b>Credits:</b>	20 UK CATS credits 10 ECTS credits 4 US credits

### **Course Description:**

The course explores issues relating to the strategic management of organisations, focusing on strategic analysis and evaluation, long-range planning and policy implementation. The topics covered fall into two broad themes: corporate strategy ('in which industries should we operate?') and business strategy ('how should we compete in those industries?') The course covers the core strategic analysis models, and uses case studies to analyse the relationship between a firm's internal organisation and the environment in which it operates.

**Prerequisites:** N/A

### **Aims and Objectives:**

The aim of this courses is to develop the student's analytical and creative skills in relation to the formulation and refinement of strategy. Its objective is to facilitate the student's ability to develop strategies and actions that contribute to the delivery of the successful delivery of corporate management.

**Programme Outcomes:**

A1, A2, A4, A5  
B1, B2, B3, B4, B5  
C1, C2, C3, C4, C5  
D1, D2, D3, D4, D5

A detailed list of the programme outcomes are found in the Programme Specification.

This is located at the archive maintained by the Academic Registry and found at:  
<http://www.richmond.ac.uk/content/academic-schools/academic-registry/program-and-course-specifications.aspx>

**Learning Outcomes:**

By the end of this course, successful students should be able to:

**Subject Knowledge and Understanding**

1. Discuss the importance of strategy for the performance of an organization.
2. Analyse the macro-environmental issues and competitive market forces that affect an organization.
3. Assess an organization's competitive strengths and weaknesses.
4. Critically evaluate the strategic options available to an organization.
5. Critically appraise the processes available to evaluate, select and implement strategy.
6. Critically appraise different approaches for developing and implementing strategy and strategic change within an organization.

**Cognitive Skills**

1. Evaluate statements in terms of evidence.
2. Define terms adequately, and generalize appropriately.
3. Apply strategic management ideas and knowledge to a range of business and other situations.

**Subject Specific, Practical and Professional Skills**

1. Engage as team members in group work that will require intellectual, reflective and analytical application.

**General/Transferable Skills**

1. Effective oral and written communication in a range of traditional and electronic media.

**Indicative Content:**

- The nature and definition of corporate strategy and business strategy, in terms of the direction, scope and goals of an organization, and competitive advantage it needs to acquire to achieve these.
- Analysis of an organization's external environment and immediate competitive market to identify market drivers and key drivers of competitive success.
- How an organization's position in an industry value chain affects its competitive position and profitability.
- How an organization's culture, resources and competences contribute to the execution of strategy.
- Categorization of strategic choices including generic strategies of cost leadership and differentiation, diversification, internationalization, and mergers and acquisition.
- The evaluation of strategic options using risk analysis, feasibility, planning systems, and organizational design.
- Techniques for managing the implementation and change of strategy.

**Assessment:**

This course conforms to the Richmond University Standard Assessment Norms approved at Learning and Teaching Policy Committee found at:  
<http://www.richmond.ac.uk/content/academic-affairs/academic-standing.aspx>.

**Teaching Methodology:**

The course will be taught through lectures, seminars, tutorials, workshops, and practical sessions.

**Bibliography:**

See syllabus for complete reading list

**Indicative Text(s):**

Grant, R. (2012). *Contemporary Strategy Analysis: Text and Cases*, 8<sup>th</sup> edition, London: John Wiley & Sons.

De Wit and Meyer (2010). *Strategy: Process, Content, Context*, 4<sup>th</sup> edition, London: Thomson Learning.

Johnson, G. Scholes, K. and Whittington (2011). *Exploring Strategy*, 9<sup>th</sup> edition, London: Financial Times Prentice Hall.

Lynch, R. (2012). *Strategic Management*, 6<sup>th</sup> edition, London: Pearson.

Saloner, G., Shepard, A. & Podolny, J. (2001). *Strategic Management*, London: John Wiley & Sons.

**Journals**

Academy of Management Journal (AC Mgt.).

British Journal of Management (Blackwell).

