

<b>Course Name</b>	:	<b>PRINCIPLES OF STRATEGIC MANAGEMENT</b>
<b>Course Code</b>	:	<b>BAD 3115</b>
<b>Course Level</b>	:	<b>3</b>
<b>Credit Units</b>	:	<b>4</b>
<b>Contact Hours</b>	:	<b>60</b>

## **COURSE DESCRIPTION**

This course introduces the key concepts, tools, and process of strategic management and competitive analysis. It is concerned with managerial decisions and actions that affect the performance and survival of business enterprises. The course is focused on the information, analyses, organizational processes, and skills and business judgment managers must use to devise strategies, position their businesses, define firm boundaries and maximize long-term profits in the face of uncertainty and competition.

Strategic Management is an integrative and interdisciplinary course. It assumes a broad view of the environment that includes buyers, suppliers, competitors, technology, the economy, capital markets, government, and global forces and views the external environment as dynamic and characterized by uncertainty. In studying strategy, the course draws together and builds on all the ideas, concepts, and theories from your functional courses such as Accounting, Economics, Finance, Marketing, Management and Statistics.

The course takes a general management perspective, viewing the firm as a whole, and examining how policies in each functional area are integrated into an overall competitive strategy. The key strategic business decisions of concern in this course involve choosing competitive strategies, creating competitive advantages, taking advantage of external opportunities, securing and defending sustainable market positions, and allocating critical resources over long periods. Decisions such as these can only be made effectively by viewing a firm holistically, and over the long term.

## **COURSE OBJECTIVES**

Strategic management course is intended to;

- Empower the student with knowledge of the basic concepts and principles that are pertinent to the process of strategic management.
- Empower students with the ability to build on and integrate ideas, concepts, and theories from previously taken functional courses such as Accounting, Finance, procurement, human resource and Marketing,
- Give the students an understanding of the nature of strategic planning and the relationship between strategy formulation, strategy implementation and strategy evaluation.
- Develop the students' abilities in the analysis of business problems and the effective use of the various business disciplines in designing solutions for common strategic business problems.
- Empower students 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.

- Empower students analyze the main structural features of an industry and develop strategies that position the firm most favourably in relation to competition and influence industry structure to enhance industry attractiveness.
- Empower students with the ability to make the case for a particular set of strategic courses in a compelling manner, recognizing that no one strategic solution for an organization is necessarily correct and Empower students with the ability to work in teams.

## **LEARNING OUTCOMES / COMPETENCIES**

At the end of the course the student should be able to;

- Understand the concept of strategic management, planning, competitive advantage,
- Formulate a strategic direction including organizational/business vision, mission and objectives
- Distinguish between internal and external environmental analysis
- Use the various methods/tools of internal and external environment analysis to conduct actual analyses
- Make strategy choices in practical situations
- Understand strategic implementation, monitoring, evaluation and control
- Develop a strategic plan

## **MODE OF DELIVERY**

This course will mainly be conducted using case studies. Other methods to be used include;

- Discussions and presentations.
- Lectures
- Workshops
- Case studies

## **MODE OF ASSESSMENT**

Course work will carry	40%
Final written examination	60%
<b>Total</b>	<b>100%</b>

## **GENERAL COURSE CONTENTS**

<b>No.</b>	<b>Topics</b>	<b>Details</b>	<b>Duration</b>	<b>Week No.</b>
1	<b>Meaning and overview of Strategic Management</b>	<ul style="list-style-type: none"> <li>• Define strategic management</li> <li>• Outline and explain the strategic management process</li> <li>• Distinguish between strategic planning/strategy formulation and strategic management.</li> </ul>	4	1

2	<b>Key concepts in Strategic Management</b>	<ul style="list-style-type: none"> <li>List the following key concepts in strategic management:               <ol style="list-style-type: none"> <li>Strategy and its dimensions,</li> <li>Strategic intent,</li> <li>Strategic stretch,</li> <li>Strategic thinking,</li> <li>Strategic competition,</li> <li>Competitive advantage and its sources and</li> <li>Competitive exclusion</li> </ol> </li> <li>Identify the key features of each concept</li> <li>Give real life examples of each of these concepts</li> <li>Present a case for the application of each of these concepts</li> </ul>	4	2
3	<b>Setting company direction/strategic intent</b>	<ul style="list-style-type: none"> <li>List the components of organizational/business direction/strategic intent (vision, mission , goals, objectives and core values</li> <li>Explain each of the elements of strategic direction</li> <li>Formulate a Vision and Discuss the features of a good vision</li> <li>Formulate a Mission statement and Describe the features of a good mission statement</li> <li>Explain a goal, Formulate SMART goals</li> <li>List the characteristics of a good objective</li> <li>Define core values</li> </ul>	4	3
4 - 5	<b>External environmental analysis and profiling</b>	<ul style="list-style-type: none"> <li>Give the rationale for external environmental analysis</li> <li>List the following elements of the external environment:               <ol style="list-style-type: none"> <li>The macro-environment</li> <li>The Industry and strategic group within industries</li> <li>The market</li> </ol> </li> <li>Explain macro-environmental analysis and the tools for conducting this specific analysis</li> <li>Explain industry and competitor analysis including all the relevant tools for conducting the analysis</li> <li>Explain market analysis and the methods for conducting the analysis</li> </ul>	8	4 - 5

		<ul style="list-style-type: none"> <li>Give the limitations and strength of some of the tools of analysis such as Michael Porters' five forces model</li> </ul>		
	<b>Course work one</b>			
6-7	<b>Internal analysis of the organization and profiling</b>  <b>Matching the ETOP and CAP/SAP into a SWOT matrix for strategic decision making</b>	<ul style="list-style-type: none"> <li>Explain the rationale for internal analysis of the company/organization</li> <li>List the internal analysis tools i.e., Functional areas analysis, Strategic financial analysis, Value chain analysis, resources audit, core competences analysis, strategic gap analysis, Key success factors, McKinsey's 7s framework, product lifecycle, experience effects, economies of scale, economies of scope, portfolio analysis (BCG matrix, GE matrix, Ansoff's growth vector, Hofer's life cycle matrix)</li> <li>Justify the need to profile the identified strengths and weaknesses on a Competitive Advantage Profile (CAP also known as a Strategic advantage Profile (SAP)</li> <li>Conclusion regarding the match between the opportunities and threats profiled on the ETOP under external analysis and the strengths and weaknesses profiled on the CAP/SAP under internal analysis.</li> </ul>	8	6-7
8	<b>Strategy Choice Generic Alternatives</b>	<ul style="list-style-type: none"> <li>Define strategy and strategic choice</li> <li>Give the considerations in making choice of strategy</li> <li>Explain and illustrate the concept hierarchy/levels of strategy</li> <li>List the various strategy options available to a firm at corporate, business and functional levels using appropriate models where necessary</li> <li>Describe the generic strategies at each of the levels listed in (4) above and the conditions under which they are relevant</li> </ul>	4	8
9	<b>Strategy Implementation</b>	<ul style="list-style-type: none"> <li>Explain why it is necessary to carryout implementation</li> </ul>	4	9

		<ul style="list-style-type: none"> <li>• Explain the stages and elements in/of the strategy implementation process</li> <li>• Discuss the prerequisites for effective implementation of a strategy</li> </ul>		
10-11	<b>Strategic monitoring, evaluation, feedback and control</b>	<ul style="list-style-type: none"> <li>• Define strategic monitoring, evaluation and control</li> <li>• Explain the various monitoring, evaluation and control techniques/</li> <li>• Summarize the characteristics of an effective monitoring and evaluation system</li> <li>• Explain the importance of effective feedback for control</li> <li>• Justify the requirements for effective control</li> </ul>	8	10-11
12		Case presentations/final coursework	4	12
13		Case presentations/final coursework	4	13

## READING LIST

Barney (2007). *Gaining and Sustaining Competitive Advantage* 3<sup>rd</sup> Edition New Jersey: Pearson-Prentice Hall

Cameron, Bobby Thomas. (2014). *Management. Strategic Leadership Review* 4 (2), 22-27.

Cherunilam (2002). *Business Environment: Text and cases*, Mumbai: Himalaya ;Publishing

David Besanko, David Dranove, Scott Schaefer, and Mark Shanley (2012) *Economics of Strategy*, John Wiley & Sons, ISBN 978-1118273630

Edwards, Janice et al. (2014) *Mastering Strategic Management- 1st Canadian Edition*. BC Open Textbooks.

Glueck & Glueck (1989). *Business policy & strategic management*, 3<sup>rd</sup> Ed., McGraw Hill, Singapore

Hitt, M., Ireland, R. and Hoskisson, R. [H.I.H]. (2010) *Strategic Management: Competitiveness and Globalization - Concepts*, Cincinnati, OH: Southwestern College Publishing. 9th edition. Paperback.

Kemp, Roger L. (2016) "Strategic Planning for Local Government: A Handbook for Officials and Citizens," McFarland and Co., Inc., Jefferson, NC, USA, and London, England, UK, (ISBN 978-0-7864-3873-0)

Pankaj Ghemawat – (2000). *Harvard Strategy Professor: Competition and Business Strategy in Historical Perspective* Social Science History Network-Spring.

Zhexembayeva, N. (2014). *Overfished Ocean Strategy: Powering Up Innovation for a Resource-Depleted World*. San Francisco, CA: Berret-Koehler Publishers. ISBN 1 609-94964-1