COURSE DETAILS

Course Code: C19GS
Full Course Title: Strategic Management (GLA)
SCQF Level: 9
SCAF Credits: 15
Available as Elective: No

DELIVERY LEVEL

Undergraduate: Yes  Postgraduate Taught: No  Postgraduate Research: No

COURSE AIMS

This course aims to equip students with the core concepts, frameworks, and techniques of strategic management, which will allow them to understand what managers must do to make an organization achieve superior performance. Strategic management is concerned about running an organisation, i.e. how to plan, manage, lead and organise its activities to take advantage of market and industry opportunities. It provides the direction and purpose for an organisation. During the course students will learn how to analyse company strategies; they will also learn via the tools of strategic analysis, how to evaluate strategic options and how to formulate an effective strategy for implementation.

Rather than focusing narrowly on a particular function of an organisation, this course builds on what students have learnt in other business courses and tries to pull all of them together. To achieve this purpose, the course will evolve around a theoretical and a practical base simultaneously. While the theoretical part concentrates upon the fundamental factors that determine business success, the practical part is all about acquiring deeper insights into the determinants of business success from specific case studies.

LEARNING OUTCOMES – SUBJECT MASTERY

Students will be able to

- Define and explain strategic management terms and concepts addressed in the course.
- Demonstrate how strategy integrates and aligns an organisation’s choices, so that actions in one activity are consistent with its activities in other areas.
- Demonstrate an understanding of the issues involved in strategic implementation and managing change.
- Understand how an organisation’s strategy affects its relationships both internally and externally

Students will be able to
- Undertake independent reading and evaluation of strategic management articles and textbooks.
- Analyse and evaluate common problems confronting practicing managers
- Undertake independent research to solve strategic management issues and problems
- Use the core concepts, frameworks, and techniques of strategic management to perform in-depth analyses of industries and competitors, and analyse how firms develop and sustain competitive advantage over time.
- Demonstrate analytical and problem-solving skills appropriate to a variety of subject and non-subject specific contexts.

**LEARNING OUTCOMES – PERSONAL ABILITIES**

*Students will be able to*

- Apply the core concepts, frameworks, and techniques of strategic management to real-life organisations
- Promote a professional approach towards the performance of written work and oral presentations
- Evaluate an organisation's strategy and determine why it can or can't sustain a competitive advantage.
- Understand what managers must do to make an organization achieve superior performance

*Students will be able to*

- Work in groups demonstrating teamwork and collaborative thinking
- Demonstrate an ability to act as both interdependent as well as an independent learner.

*Students will be able to*

- Present written material
- Present material orally
- Utilise Microsoft Office computer software like Word and PowerPoint

**SYLLABUS**

The syllabus covers a range of issues regarding the course topic. An indicative syllabus is:
C19GS Strategic Management (GLA)

• Organisational Focus
• Strategic Formulation
• Strategic Group Mapping
• Porter's Five Forces Framework
• Value Chain Analysis
• Strategy Implementation
• Organisational Design
• Managing Change
• Change and Culture
• Corporate Strategy
• Corporate Strategy and Diversification

COURSE RELATIONSHIPS
N/A

LOCATION AND ASSESSMENT METHODS

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