



**Level 6 Advanced Diploma in Management (891)**  
**149 Credits**



<b>Unit:</b> Strategic Management	<b>Guided Learning Hours:</b> 240
<b>Exam Paper No.:</b> 3	<b>Number of Credits:</b> 24
<b>Prerequisites:</b> Knowledge of management terminology.	<b>Corequisites:</b> A pass or higher in Diploma in Management or equivalence.
<b>Aim:</b> Strategic challenges learners in critical analysis, creative thinking, and problem solving to address and critically examine established assumptions and reach beyond familiar cultures as well as orthodox or traditional approaches and perspectives. This unit explores the issues of defining corporate mission, objectives, and goals. Learners focus on the analysis of a firm's external and internal environment to identify and create competitive advantage in a global context. The unit give emphasis on the cultural, ethical, political, and regulatory issues facing any global business environment, the need for leadership for a successful management of strategic change, the strategic management process, stakeholders, and corporate mission; various techniques to identify industry opportunities and threats, external and internal analysis; strategic choice (SWOT) and building competitive advantage through functional level strategy; tactical decisions in business-level strategy, strategy in global environment, corporate strategy, strategic alliances, diversification, restructuring the corporation, designing organisational structure, control system and implementing strategic change. The unit also focuses on role and methods of the chief executive and board in strategic planning. It uses case studies in commercial and not-for-profit sectors with special emphasis on small and large businesses in the arts, entertainment, media, and fashion fields.	
<b>Required Materials:</b> Recommended Learning Resources.	<b>Supplementary Materials:</b> Lecture notes and tutor extra reading recommendations.
<b>Special Requirements:</b> The unit requires a combination of lectures, demonstrations and discussions.	
<b>Intended Learning Outcomes:</b> 1 Strategic management process, principal activities, role of corporate governance, stakeholder management, social responsibility and strategic goals.  2 Critical environment scanning, monitoring and collecting competitive intelligence inputs to forecasting.  3 SWOT analysis techniques used in marketing and business as a method of identifying opposition for a new venture or strategy; the benefits and limitations.	<b>Assessment Criteria:</b> 1.1 Describe the determinants of competitive advantage 1.2 Identify the differences between business level and corporate-level strategy 1.3 Examine and analyse the external environment components of a firm 1.4 Explain issues that affect the extent of stakeholder involvement  2.1 Describe collecting competitive intelligence process 2.2 Identify features of an industry and forces that affect industry profitability 2.3 Analyse the opportunities, threats, industry competition and competitor analysis of an organisation 2.4 Identify how a firm should respond to a new competitor 2.5 Describe legal and ethical issues in collecting competitor intelligence  3.1 Describe how to implement value-chain analysis 3.2 Explain the internal context of strategy 3.3 Identify components of internal analysis 3.4 Identify the role of technology in leveraging knowledge and human capital 3.5 Explain the role of knowledge in today's

		competitive environment
4	Understand how Business-level strategy is concerned with a firm's position in an industry, relative to competitors and to the forces of competition.	<p>4.1 Compare and contrast competitive advantage vs business performance</p> <p>4.2 Describe generic business strategies</p> <p>4.3 Analyse the effects of competitive rivalry on a firm's strategies</p> <p>4.4 Describe the essence of business-level strategy</p>
5	Understand how corporate level strategy is mainly concerned with the selection of business in which the company should compete and with the development and coordination of that portfolio of businesses.	<p>5.1 Describe how managers create value through diversification</p> <p>5.2 Compare corporate strategy vs competitive advantage</p> <p>5.3 Analyse the levels and types of diversification</p> <p>5.4 Describe the effects of corporate downsizing and layoffs</p>
6	The various forms, structures, motivations and characteristics of strategic alliances.	<p>6.1 Describe the benefits of strategic alliances</p> <p>6.2 Describe the importance of mergers and acquisitions in corporate strategy</p> <p>6.3 Describe mergers, acquisitions and takeovers</p> <p>6.4 Describe the types of strategic alliances</p>
7	The benefits and risks associated with international, global, multidomestic and transnational expansions.	<p>7.1 Analyse the opportunities and risks when firms diversify abroad</p> <p>7.2 Describe Michael Porter's diamond strategy model</p> <p>7.3 Explain the modes of entry into international market</p> <p>7.4 Explain the effects of digital technology to international market diversification</p>
8	Understand how strategic control focuses on the dual questions of whether: (1) the strategy is being implemented as planned; and (2) the results produced by the strategy are those intended.	<p>8.1 Define and describe (i) informational (ii) behavioural control</p> <p>8.2 Explain the relationship between corporate governance and competitive advantage</p> <p>8.3 Analyse internal and external governance mechanisms</p> <p>8.4 Describe functional, divisional and matrix structures</p> <p>8.5 Analyse the interdependence between strategy formulation and implementation levels</p> <p>8.6 Identify how leaders determine the direction, implementation of the vision and strategies and development and reinforcement of organisational activities</p> <p>8.7 Explain how ethics and biases can affect strategic decision-making</p> <p>8.8 Describe the strategic management process</p>
9	The challenges and pitfalls of managing corporate innovation processes to improve every aspect of work and tackle problems.	<p>9.1 Describe strategy implementation and practices that foster innovation</p> <p>9.2 Describe how new ventures, initial</p>

	9.3	public offerings (IPOs) and corporate renewal relative to strategic management
	9.4	Outline entrepreneurial ventures and relationship to economic growth
		Identify challenges to sustainable competitive advantage.
<b>Methods of Evaluation:</b> A 3-hour written examination paper with five essay questions, each carrying 20 marks. Candidates are required to answer all questions. Candidates also undertake project/coursework in Strategic Management with a weighting of 100%.		

### Recommended Learning Resources: Strategic Management

<b>Text Books</b>	<ul style="list-style-type: none"> <li>Understanding Strategic Management by Anthony Henry. ISBN-10: 0199288305</li> <li>Strategic Marketing Management: planning, implementation and control by Richard M.S. Wilson, Colin Gilligan. ISBN-10: 0750659386</li> <li>Strategic Management: Awareness, Analysis and Change by John L. Thompson, Frank Martin. ISBN-10: 1844800830</li> </ul>
<b>Study Manuals</b> 	BCE produced study packs
<b>CD ROM</b> 	Power-point slides
<b>Software</b> 	None