



## SYLLABUS

# STRATEGIC MANAGEMENT

### **PURPOSE**

The main purpose of this course in Strategic Management is to introduce students to and equip them with skills required to manage business and non-business organizations at senior levels.

The course adopts a functional approach to management which is based on the commonly accepted notion that co-operation and goal congruence between the various divisions, department and other sub-units of an organization are essential if it is to achieve its short-, medium-, and long-term objectives.

### **OBJECTIVES**

After completing this course, students should be able to

- Understand the basic concepts and terminology used in Strategic Management.
- Identify opportunities and threats as well as strengths and weakness in the operating environment of hypothetical and real-world organizations.
- Distinguish between different types and levels of strategy and strategy implementation.
- Gain insights into the strategy-making processes of different types of organizations
- Distinguish between strategic management and strategic planning
- Assess the impact of information technology on strategy
- Understand the contribution of various functional areas e.g. production, marketing, purchasing and supply management to the overall well-being of the organization
- Use the case study approach to the analysis of business problems
- Understand issues related to strategic competitive advantage in diversified organizations

**PRESCRIBED MATERIAL**  
**IAC Study Pack****RECOMMENDED MATERIAL**

- (i) Strategic Management – Concepts and Cases by A Thompson & A.J. Strickland (Latest Edition) McGraw-Hill
- (ii) Management Policy & Strategy by G.A. Steiner, J.R. Miner & E.R. Gray (Latest Edition ) Maxwell Macmillan
- (iii) Management by R.J. Aldag & T.M Stearns (Latest Edition ) South-Western Publishing Company
- (iv) Various issues of the Harvard Business Review

**DETAILED SYLLABUS****SECTION 1:Overview of Strategic Management (10%)**

- Tasks of strategic management
- Strategic analysis, content and choice
- Factors that shape an organization's strategy
- Essential features of an organization's strategy
- Responsibility for strategic management
- Evolution of strategy
- The distribution of strategic management functions

**SECTION 2:Analysis of the Environment (5%)**

- The general environment
- The economic environment
- The technological environment
- The legal environment
- The socio-political environment
- The internal environment: structure, culture and resources

**SECTION 3:The Functional Approach to Strategy Formulation (10%)**

- Production/Operations
- Marketing

- Purchasing and supply
- Human resources
- Research and development
- Information technology
- The co-ordination of strategy

**SECTION 4: The Formulation of Strategy (10%)**

- Industry and sector analysis
- Alternative industry scenarios
- The need for and extent for flexibility in strategy formulation
- Matching strategy to a company situation
- Group aspects of strategy formulation
- The use of independent consultants

**SECTION 5: The Implementation of Strategy (10%)**

- Budgets and budgetary control
- Supporting chosen strategies through appropriate policies and procedures
- Motivational aspects of strategy
- The identification of strategically relevant performance outcomes
- The matching of organizational structures with strategy

**SECTION 6: Competitive Advantage (10%)**

- The identification of competitive forces
- Drivers of change
- Strategic cost and profit analysis
- Technology-based competitive advantage
- Value chains and benchmarking the costs of key activities
- Balanced score-cards
- Generic competitive strategies
- Vertical and co-operative competitive strategies
- Defensive strategies

**SECTION 7: Strategy and Diversification (10%)**

- Definition and scope of diversification
- Related and unrelated diversification strategies
- Assessment of a diversification strategy
- Relationship between diversification strategies and core activities and competencies
- Strategic fit analysis
- Resource fit analysis

**SECTION 8: Management of change (10%)**

- Definition and identification of issues
- Response to change as a strategic issue
- Power and culture as catalysts for change
- Types of change and intervention strategies
- Framework and its impact on change management
- Strategists, implementers and recipients in the change process

**SECTION 9: International Business Strategy (10%)**

- The environment of international business
- Finance of international trade
- Advances in international marketing
- Survival and growth strategies within international firms
- Cultural issues in international firms

**SECTION 10: Case Analysis (15%)**

- The examination will include a case study on one or more aspects of company strategy. Although no specific answers are expected in this section students will be required to show familiarity with the issues involved, and to suggest practical solutions to business problems.