

**CORPORATE EDUCATION CENTRE (CEC)
COURSE OUTLINE**



A Great Place to Learn.

PROGRAMME: University of Sunderland-BA (Hons) Business Management

DURATION: 5:30 p.m. - 8:30 p.m.

DAY(S): Wednesdays

MODE: Part Time

COMPONENT: Strategic Management

LECTURER: Linus F. Didier

CAMPUS: CHAMPS FLEURS

Contract Hours: 75 40
Actual Hours: 75 40

Lecture Number	Lecture Day & Date		Time	Hrs.	Cum Hrs.	Lecture Topic (s)	No./ Type of Session	Important Concepts/ Ideas to know	Expected Reading	Other Matters	Questions	Items Due For Next Class
1	Wed	27th March	5:30 p.m. - 8:30 p.m.	3	3	Ch.1 What is Strategy?	LT	Learning Outcomes: Describe The Various Ways in Which The Term Strategy Has Been Defined; Assess How The Concept of Strategy Has Evolved in Response To Changes In The Business Environment; Critically Evaluate The Various Models and Concepts Relating To Strategy. / What Is Strategy?/ What is Competitive Advantage? / Strategic Planning / Strategic Management / Pluralism / Scanning Models / Time-Based Models / Organisational Purpose Models	Unit 1	Case Study - E-Bay / HP		Unit 2
2	Wed	3rd April	5:30 p.m. - 8:30 p.m.	3	6	Ch.2 Concepts, Models and Theories	LT	Learning Outcomes: Compare and Contrast Concepts, Models and Theories Relating To Competitive Advantage; Evaluate Concepts, Models and Theories Relating to Strategic Choice; Evaluate Concepts, Models and Theories Relating To Strategic Evaluation. / The Positioning View of Competitive Advantage / Five Forces Model / Generic Strategies / Value Chain / Resource-Based View / Strategic Choices / Balanced Scorecard	Unit 2	Case Study - Ciba Vision / Uni. Of Exeter		Unit 3
3	Wed	10th April	5:30 p.m. - 8:30 p.m.	3	9	Ch.3 Strategic Risk Management	LT	Learning Outcomes: Develop A Clear Understanding of Why Strategic Risk Management is Necessary In Today's Climate; Assess and Evaluate Different Types of Risk Facing The Organisation; Evaluate Strategic Risk Management Processes. / Risk Assessment / Risk Analysis / Categories of Risk / Strategic Risk Management / Major Hazards / Strategic Risk Management Process / Why Strategic Risk Management is Necessary / Assessing and Evaluating Different Types of Risks / Evaluating Risk Management Processes / Organisational Culture and Strategic Management of Risk	Unit 3	Case Study - RIM / Tesco		Unit 4
4	Wed	17th April	5:30 p.m. - 8:30 p.m.	3	12	Ch.4 Influences on Action	LT	Learning Objectives: Develop A Clear Understanding Of How Organisational Dynamics Have An Impact On Strategy; Evaluate The Impact of Organisational Change On Strategy; Evaluate How Strategy Can Be Developed Alongside The Changing Elements Of Organisational Dynamics. / Dynamics of Environmental development / Dynamics of Resource Development / Strategy Dynamics / Path Dependencies / Strategies For Action / Resistance To Change and Organisational inertia / Leadership Matters / Change, Cultural Style and Strategy	Unit 4	Case Study - HP / Apple		Unit 5
5	Wed	24th April	5:30 p.m. - 8:30 p.m.	3	15	Ch. 5 Global Strategy and The Transnational Corporation	LT	Learning Outcomes: Compare And Contrast The Main Types of Global Strategy; Critically Assess The Impact of International Markets On Strategy; Develop An In-depth Understanding Of The Impact Of Market Entry Modes On Strategy; Determine And Discuss The Sources Of Competitive Advantage In a Global Strategy. / Standardisation of Markets and Products / Globalisation of The Firm / Globalisation of Markets / Multi-Domestic Firms / Global Firms / Transnational Corporations / Modes of Entry / Cluster Effects / Dunning's Eclectic Paradigm / Porter's Diamond / International Influences - PESTLE / International Strategies - Export-Based, Country-Centred, FDI.	Unit 5	Case Study - Global Beauty		Unit 6

6	Wed	1st May	5:30 p.m. - 8:30 p.m.	3	18	Ch. 6. Public Sector Strategy	LT	Learning Outcomes: Evaluate The Complexities of Public Sector Strategy; Evaluate The Environment That Determines An Effective Strategy For Public Sector Organisations; Assess And Analyze The Strategic Options Available In The Public Sector. / Public-Private Continuum / Public Sector Strategic Challenges / New Public Sector Model / Analyzing The Macro Environment / Stakeholder Environment / Stakeholder Analysis / Maslin Multidimensional Matrix / The Balanced Scorecard in The Public Sector /	Unit 6	Case Study - Liquor Control Board of Ontario	Unit 7
7	Wed	8th May	5:30 p.m. - 8:30 p.m.	3	21	Ch.7 Culture, Structure, Strategy	LT	Learning Outcomes: Recognise The Relationship Between Organisational Structure And Culture; Evaluate The Impact That The Structure And Culture Can Have On Strategic Goals; Illustrate The Term 'Strategic Drift' And The Influences Of Culture and Structure On Drift. / Understanding Organisational Structure / Understanding Organisational Culture / Influences on Culture / Strategic Goals / Cultural Paradigm / Strategic Drift /	Unit 7	Case Study - Marks & Spencers / Valve Software	Unit 8
8	Wed	15th May	5:30 p.m. - 8:30 p.m.	3	24	Ch.8 Organisational Purpose	LT	Learning Outcomes: Evaluate The Purpose of An Organisation And Its Stakeholders' Influences On That Purpose; Explore And Evaluate The Impact Of Corporate Governance And Policy On Strategic Goals; Explore And Evaluate The Impact Of Conflicts Of Stakeholder Expectation And Corporate Responsibility. / Organisational Purpose / Shareholder Perspectives / Stakeholder Influences / Mission and Vision Statements of Purpose / The Vision Trap / Corporate Governance / Corporate Social Responsibility	Unit 8	Case Study - Sunderland Football Club / Fifteen	Unit 9
9	Wed	22nd May	5:30 p.m. - 8:30 p.m.	3	27	Ch.9 Does Strategy Matter?	LT	Learning Outcomes: Evaluate The key Points That Affect Strategy In An Organisation; Assess The Arguments For And Against The Formation Of Strategic Goals; Synthesize The Range Of Topics Covered And Determine A Conclusion To This Module. / Effectiveness of Strategic Goals / Synthesizing Strategy	Unit 9	Case Study - Sony	
10	Wed	29th May	5:30 p.m. - 8:30 p.m.	3	30	Revision	AP	Revision (Assignment)	Revision		
11	Wed	5th June	5:30 p.m. - 8:30 p.m.	3	33	Revision	AP	Revision (Assignment)	Revision		
11	Wed	12th June	5:30 p.m. - 9:00 p.m.	3.5	36.5	Revision	AP	Revision (Assignment)	Revision		
11	Wed	19th June	5:30 p.m. - 9:00 p.m.	3.5	40	Revision	AP	Revision (Assignment)	Revision		

Key / Legend
 Lt = Lecture T= Tutorial Lb = Lab EP = Exam Prep

L. F. Didier
 Lecturer Signature

23/2/2019
 Date Submitted

 Course Administrator Signature

 Date received

Last Notes: SBCS reserves the right to make changes to the information contained herein. Any changes effected to the information contained herein will be made known to all students concerned via class announcement. It is thus the responsibility of the student to attend all classes and to keep abreast of matters should they be absent from any class session. Students are advised and encouraged to contact their fellow classmates for updates where class sessions have been missed.

 Unit Manager Signature

 Date received

 Quality Assurance Manager Signature

 Date received

 Executive Director Signature

 Date received