

CORPORATE EDUCATION CENTER (CEC)

COURSE OUTLINE



A Great Place to Learn.

PROGRAMME: University of Sunderland BA (Hons) Business Management Top-Up Degree
DURATION: 5:30 pm to 8:30 pm
DAY(S): Tuesday
MODE: Part-Time
COMPONENT: Strategic Management
LECTURER: Wayne Homer
CAMPUS: San Fernando

Contract Hours: 40
Actual Hours: 47

Revised 21st February 2019

Lecture Number	Lecture Day & Date		Time	Hrs	Cum Hrs	Lecture Topic (s)	No./ Type of Session	Important Concepts/ Ideas to know/Learning Outcomes	Expected Reading	Other Matters	Questions	Items Due For Next Class
1	Tues	26-Mar-2019	5:30-8:30pm	3.0	3.0	Introduction	Lt/T	Introduction to the course and the concept of business strategy.	<i>Review module guide and assessment. Using Case studies – The rationale.</i>	Short Case, Past Paper Review		1. Case Study – BP Amoco 2. Academic paper – Strategy Past; Strategy Futures
2	Tues	2-Apr-2019	5:30-8:30pm	3.0	6.00	The Strategy Labyrinth. Case Study - BP Amoco	Lt/T	A review of the history of strategy is considered applying Mintzberg et al's ten schools of thought. There is also an outline of the terms and relevance of voluntarism and determinism.	De Wit & Meyer, (2014), Strategy, An international perspective, 5th Edition, pp3-22. or Mintzberg, H., Ahlstrand, B., Lampel, J., (2009,) Strategy Safari, your complete guide through the wilds of Strategic Management, 2nd Edition, pp1-19. or Johnson, G., Scholes, K., Whittington, R., Angwin, D., and Regner P, (2017), Exploring Strategy text and cases, (11th Edition), pp3-21. or Lynch, R. (2015), Strategic Management, (7th Edition), pp2-59. and Part 1 Case Study - The Sale of Burmah Castrol to BP Amoco Part 2 McKiernan P., Strategy past; strategy futures, Long Range Planning, Volume 30, issue 5, Oct 1997, pp790-798		BP Amoco Ques. 1 - 4	Case Study – 1. The Brewery Group Denmark 2. The IKEA Approach

3	Tues	9-Apr-2019	5:30-8:30pm	3.0	9.00	Models, Concepts, Theories. Case Study – 1. The Brewery Group Denmark 2. The IKEA Approach	Lt/T	A review of Mintzberg et al's Design School that predates 1965 which is then compared to Johnson et al's more recent strategy model. Ohmae's (1982) boundaries of strategy are then considered. A broad range of strategy analytical tools are then outlined and discussed. Emphasis is then placed upon the following models - Porter's (1985) models, including the Five Forces for Industry Analysis, Generic Strategies and the Generic Value Chain, Bowman's Strategy clock, Kaplan and Norton's (1992) Balanced Scorecard, the BCG matrix and the GE McKinsey matrix, Ansoff's Product-Market Matrix and SWOT.	De Wit B. and Meyer R. (2014) p54-75 or Johnson,G., Scholes, K.,Whittington, R., Angwin, D., and Regner P, (2017), p33-87, p262-268 or Lynch, R. (2015) pp262-300.		BGD Ques 1-4. IKEA Ques 1-5.	Case Study – Blackberry & The Mobile Phone Industry. Part 1.
4	Tues	16-Apr-2019	5:30-8:30pm	3.0	12.00	Inside Out: Outside In. Case Study – Blackberry & The Mobile Phone Industry. Part 1.	Lt/T	Is it the inside out approach or the outside in approach to Strategy? This lecture will consider both approaches to the building of Strategy. It will review the outside in perspective and then the inside out perspective from various researchers.	De Wit & Meyer, (2014), pp167-227, including Reading 4.1 - Strategy from the outside in, by George S. D. and Christine Moorman and Reading 4.2 – Firm resources and sustained competitive advantage by Jay Barney: De Wit & Meyer, (2010), pp264-273, including Reading 5.1 – Competitive strategy by Michael Porter and Reading 5.2 Strategy from the inside out: Building capability-creating organizations by Danny Miller, Russell Eisenstat and Nathaniel Foote. or Johnson,G., Scholes, K.,Whittington, R., Angwin, D., and Regner P, (2017), p62 – 87, 97 – 123. or Lynch, R. (2015), pp109-147.		RIM Ques. 1-5.	Case Study – Blackberry & The Mobile Phone Industry. Part 2.
5	Tues	23-Apr-2019	5:30-8:30pm	3.0	15.00	Global Organisations. Case Study – Blackberry & The Mobile Phone Industry. Part 2.	Lt/T	Is there such an entity as a truly Global Organisation or is it something that organisations try and allude to? What structure would be the most effective? If there is such an entity how would it manage and coordinate a successful Strategy? Which is best a Regional or a Global Strategy?	De Wit B. and Meyer R. (2014) pp591-613 De Wit B. and Meyer R. (2014) pp633-639 Reading 12.3 Multinational enterprises and local contexts: The opportunities and challenges of multiple-embeddedness by Klaus E. Meyer, Ram Mudambi and Rajneesh Narula or Johnson,G., Scholes, K.,Whittington, R., Angwin, D., and Regner P, (2017), pp276-300. (11th Edition), Pearson Education Ltd or earlier edition		RIM Ques. 1-5.	Case Study - Mike Ashley Sports Direct

6	Tues	30-Apr-2019	5:30-8:30pm	3.0	18.00	Organisational Purpose. Case Study - Mike Ashley Sports Direct	Lt/T	What is the purpose of organizations? Is it for the benefit of shareholders or stakeholders? The purpose is normally defined in the mission statement. The mission statement can be the anchor for the organization against which strategic direction and policy can be referenced. In a modern business what role does Corporate Governance have and how does it impact upon the performance of the business? The paradox of 'profitability' and 'responsibility', and the perspectives of conflicting shareholder and stakeholder expectations will be explored.	De Wit & Meyer, (2014), pp118-139. or Johnson,G., Scholes, K.,Whittington, R., Angwin, D., and Regner P, (2017), p133-155. or Lynch, R. (2015), pp195-226.		Mike Ashley Ques. 1-5.	Case Study – Ryanair
7	Tues	7-May-2019	5:30-8:30pm	3.0	21.00	Influences on action. Case Study – Ryanair	Lt/T	Ways in which organizations carry inherent tendencies towards particular action. It is quite accepted that strategic decisions and actions will be influenced by outside forces in the environment - by competitors; by customers; by government; by global economic forces. What is less often explored is the degree to which organizations and people are locked into a limited range of choices by their own perceptions, 'character' and history. Some positive characteristics of leaders are identified and a consideration of the dark side of leadership is also given. Additionally a view is considered of how the growth of an organization can and does impact severely upon the leadership.	De Wit B. and Meyer R. (2014) pp339-358 De Wit B. and Meyer R. (2014) pp365-368, Reading 7.1, Managing The Strategy Process by Balaji Chakravarthy and Peter Lorange or Johnson,G., Scholes, K.,Whittington, R., Angwin, D., and Regner P, (2014), pp469-491. Lynch, R. (2015) pp531-554. and Whittington, R. (2001) pp42-61		Ryanair Ques. 1-3	Castle Press and New Town Council Cases
8	Tues	14-May-2019	5:30-8:30pm	3.0	24.00	Public Sector Strategy. Castle Press and New Town Council Cases	Lt/T	Organizational control in the public domain, nature of organization and environment within public sector management thinking, issue of managing complexity	Johnson G. and Scholes K.(ed), (2001), Exploring Public Sector Strategy, Financial Times Prentice Hall; p1-160. <i>Sunderland Module Guide 2014 Chapter 6</i>			Submission of assignment brief
9	Tues	21-May-2019	5:30-8:30pm	3.0	27.00	Assignment Preparation.	T	Review of Assignment Brief. Session on Academic Writing	Review Assignment Brief and uploaded material in SBCS eLearning (Moodle) on Academic Writing.	Submit Assignment Brief		Case Study - Ericsson's risk management approach after a serious sub-supplier accident

10	Tues	28-May-2019	5:30-8:30pm	3.0	30.00	Risk Management. Case Study - Ericsson's risk management approach after a serious sub-supplier accident	Lt/T	The rationale and application of corporate risk management in business. Risk is categorised in terms of 'business risk' into 'financial/quantitative' and 'non-financial/qualitative' This session will only consider one aspect which is the non-financial/qualitative element. It will outline the risk management process and organizational techniques for identifying risk including potential sources of business risk and some of the risk assessment models.	Heldman K. (2005); Project manager's spotlight on RISK MANAGEMENT; Harbor Light Press. Chapters 1,2, 5 and 6. (658.155H24) . (There is an electronic version of this text available within the SunCat library catalogue). or Jeynes J., (2001), Risk Management: 10 Principles, Taylor & Francis Ltd. (There is an electronic version of this text available within the SunCat library catalogue) or Project Risk Analysis and Management Guide, (2004), APM Publishing Limited. Chapters 2, 3, 5 and 7. (658.155A77) or Chapman C., and Ward S., (2004), Project Risk Management Processes, Techniques and Insights, 2nd Edition, John Wiley & Sons, Ltd. Part 1 and II. (658.404C30) or The Institute of Risk Management at www.theirm.org or Merna, M. & Al-Thani, F. F., (2008), Corporate Risk Management, 2nd Edition, John Wiley & Sons Ltd. Chapters 1,2,3, 4 and 10.		Ericsson's Ques 1-4.	Case Study – Tetra Pak Converting Technologies
11	Tues	4-Jun-2019	5:30-8:30pm	3.0	33.00	Strategy Hierarchy Humans. Case Study – Tetra Pak Converting Technologies	Lt/T	The past thirty years of experience have shown that strategic planning works poorly, if it works at all, when it is confined to analytic decision-making, without recognition of the enormous influence which the firm's leadership, power structure and organizational dynamics exert on both decisions and implementations. Ansoff I., (1987:13) Organisational hierarchies should harness employee energy and not constrain it. Careful consideration needs to be given to strategy, organisational structure and how not to stifle the creative energy of employees.	De Wit B. and Meyer R. (2014) p25-30 Reading 1.2 Complexity: The Nature of Real World Problems by Richard Mason and Ian Mitroff or Johnson,G., Scholes, K.,Whittington, R., Angwin, D., and Regner P, (2017), pp439-462. or Lynch, R. (2015) pp401- 433.		TetraPak Ques 1-5.	Case Study - International Joint Ventures Rover / Honda

12	Tues	11-Jun-2019	5:30-8:30pm	3.0	36.00	Finally – Does it matter? Case Study - International Joint Ventures Rover / Honda	Lt/T	This lecture will synthesise the wide range of topics that has been covered within the Strategic Management module and then attempt to answer the question.	Johnson,G., Scholes, K.,Whittington, R., Angwin, D., and Regner P, (2017), pp180-184, pp209 – 234, pp225-250. pp256-261. pp379-381. and Mintzberg, H., Ahlstrand, B., Lampel, J.,(2009,) Strategy Safari, your complete guide through the wilds of Strategic Management, , 2nd Edition, Pearson Education Limited,pp3-21. or Lynch, R. (2015), pp612- 648.		Honda Ques 1-4.	Submission of draft assignment
13	Tues	18-Jun-2019	5:30-8:30pm	3.0	39.00	Consultation	EP	Review of draft assignment		Submit draft assignment		
				8.0	47.00	Consultation	EP	Online review and feedback of draft assignment submissions				