

**MODULE:** STRATEGIC MANAGEMENT

**CODE:** BAAF-3-1-09

**Stage:** III

**Number of Credits:** 4 semester credits / 6 quarter units

**Theme:** Management

**Assessment Weighting:** 40% Coursework and 60% Examination

## INTRODUCTION

This module is interdisciplinary in its approach and is designed to enable students analyse the factors which determine whether an organisation excels, survives, or dies, and on the basis of such analysis will prescribe long term strategies which will enable the operation to achieve its corporate objectives.

## SYLLABUS

Introduction to corporate strategy

Differences between strategy and day to day organisational operations

The language of strategy

What makes good strategy

A review of theory and practice

Historical content of strategy

Prescriptive theories versus emergent theories

Concept of strategic drift

Analysis of the macro environment

Consideration of organisation context

PEST analysis

SWOT analysis

Key factors for success

Contribution of Porter

Analysing markets and competitors

Concept of product portfolio

Competitive strategies

Developing sources of sustainable competitive advantage

Analysing organisation markets

Market segmentation

Customers and customer driven strategy

Stakeholder analysis

Analysing organisation resources

Make or buy decision

Value chain

Value system

Hierarchy of resources

Analyse of organisation human resources

Human resource audit

Organisational culture

International culture prospective

Analyse of organisation operational resources

The role of operations in adding value  
Lean thinking  
Quality systems