

Syllabus

1. Information about the course and lecturer

1.1. Name of the course:	Strategic Management
1.2. Faculty that coordinates the course:	Faculty of Management and Finance
1.3. Education path:	Executive Master of Business Administration (EMBA)
1.4. Number of hours scheduled in study plan (<i>16 on-campus + 4 on-line hours / 32 on-campus + 3 on-line hours</i>):	32 on-campus + 3 on-line hours
1.5. ECTS (<i>filled by administrative</i>):	
1.6. Lecturer's first and last name:	Dr. Sheku Kakay

2. Course's learning objectives, and its way of verification

2.1. The general purpose/aim of this course:

- Appreciate a range of issues and challenges confronting strategic leaders of public, private and third sector organisations in a turbulent global environment.

2.2. Intendent course outcomes in area of knowledge and skills

a. After this course Student will have **knowledge on**:

- I. the risks and opportunities confronting strategic leaders in a changing world
- II. the challenges facing organisations in times of economic growth and recession
- III. theoretical approaches to the evaluation of an organisation's strategic position, choices and implementation of options for change
- IV. the distinctions between differing change contexts and styles of leadership

b. After this course Student will have the following practical **skills**:

- i. research, diagnose and analyse a complex range of strategic problems

- ii. critically evaluate strategic concepts and theory, decision-making and planning, using practical examples of strategic leadership and change processes;
- iii. develop the ability to work as part of a team on a group project

2.3 Course evaluation methods, general guidelines for approving the course (*grading scale: 5 (very good), 4 (good), 3 (adequate), 2 (failed)*).

There are two components of assessment for this module – coursework and open book examination. (1) The coursework (worth 50% of the total marks for the module) is an INDIVIDUAL piece of work (**maximum 3,000 words** excluding final list of references). Please note that, there is no plus or minus 10% rule on this module - you have 3,000 words maximum. However, this excludes the title page and references. You are NOT allowed to have an appendix. Your work will be marked and graded in accordance with the grading and marking scheme criteria for coursework. (2) The examination as stated is an open book. You are allowed to bring in one textbook (it does not have to be the core text and you are allowed to have written text in the book) AND a folder of notes (this includes lecture slides and photocopies of articles, parts of books (subject to copyright law), your coursework, your own notes, etc). The examination case study (plus prep/revision info/material) will **provisionally** be handed to the students during the course of module delivery, whilst the questions will be provided at the beginning of the examination itself. The examination is divided into two sections. In Section A, there is one compulsory question (this is an “integrative” question and is worth 33.33% of the total mark). In Section B, students are required to choose any two questions (usually from a choice of five questions). Each question in Section B is worth 33.33% of the total marks for the examination.

The purpose of the assessments for this module is to test whether, and to what extent, you have reached the learning outcomes for the module.

The weighting of the coursework in this module is 50% and the examination is worth 50%. Your final module grade is the weighted average (aggregate) of your assignment and the examination. You do NOT have to pass all components of the course to pass the module. Therefore, this module is passed on “aggregate” NOT “pass all elements”.

You are required to revise all the learning outcomes/syllabus for the examination. All aspects of the syllabus/learning outcomes are of equal importance for the examination and the prep/revision info material (provisionally handed to students during the module delivery) will inform students to revise all the syllabus/learning outcomes for the examination.

Moderation of coursework and examinations

The samples of students’ work are internally moderated/second marked/examined by another tutor and then externally moderated/third marked/examined by a tutor from another institution (an External Examiner). The external examiner reports his /her

moderation/ third marking/examining to the relevant postgraduate module examination board.

Deferral/Referral Assessment

PROVISIONALLY, Referred/deferred coursework/examination will be placed on the institution's website and appropriate date and time for re-submit/re-sit will be displayed. It is important to note that, the performance of the students will be assessed based on the average grades obtained in the coursework and examination. Students will only be required to re-take the entire module at first attempt, if their average score falls below the institution's requirements for a pass (50%). This implies that, if a student fails the coursework, but manages to pass the examination based on the merits of its average weighted system, he/she will not be allowed to re-take the coursework, except under "serious adverse circumstances". In retrospect, referral/deferral in the coursework will require students to re-submit their work based on the feedback received. Please note that, the re-submission date for all referred/deferred coursework will be displayed on the institution's website. In addition, the deferral/referral in the examination will require the student to re-take the examination – the date and time for retaking the examination will be displayed on the institution's website. It is also vital to note that, all referred grades will be pegged/capped at 50%, even if the student manages to score a higher grade in both the coursework and the examination. However, students granted deferral opportunity based on "Serious Adverse Circumstances" will not be subjected to this rule.

- *Referencing. Use the Harvard referencing system to acknowledge all information sources and to attribute quotations and concepts used. Harvard referencing is the only system to use. You are expected to know how to Harvard reference and the module leader will not be teaching/advising students how to Harvard reference.*
- *Performance will be assessed using the University's Grading Criteria and Mark scheme. Guidance for improvement will be given in writing on the Assessment Feedback Form within 4 weeks of submission. Assignments submitted up to one week late will receive a maximum numeric grade of 50% and plagiarism offences will receive standard penalties. All assignments must be uploaded on institution's assessment site using Turnitin, and where collusion or similarities are identified standard penalties will apply*

3. Course content and topics:

- Introduction: Variety of definitions, Module overview, Key debates/schools/perspectives . Key texts.Strategy lenses. Paradox,
- The Environment
- The Environment/Strategic Capabilities/resources
- Strategic Capabilities/ resources
- Strategic Capability/Strategy purpose/stakeholders and governance.
- Strategy purpose/stakeholders and governance
- History and culture
- Business strategy and models
- Corporate strategy and diversification

- Corporate strategy and diversification/International strategy
- International strategy
- Entrepreneurship and innovation
- Mergers acquisitions and alliances
- Evaluating Strategies/Strategy development process
- Strategy development process/Organising for success
- Organising for success
- Organising for success/leadership and strategic change or lecture on entrepreneurship and “Rovio Entertainment” from Daryl Chapman.
- Leadership and strategic change
- Leadership and strategic change/the/organisational dynamics (chaos theory)/organisational leadership theory
- Leadership and strategic change/organisational dynamics (chaos) and organisational leadership theory

4. Reference list:

Essential /CoreText

- Johnson, G, Whittington, R., Scholes, G., Angwin, D., and Regner, P.(2017) *Exploring Strategy. Text and Cases.* 11th edition, Harlow, Pearson (DO NOTE YOU ARE EXPECTED TO OBTAIN THE TEXT AND CASES VERSION OF THE BOOK)
- De Wit, B. (2017) *Strategy Synthesis.* 5th edition . Pub Andover Centage learning
- Mintzberg, H., Lampel and Ahlstrand, B. (2009) *Strategy Safari, A Guided Tour Through The Wilds of Strategic Mangament,* 2nd Edition, Prentice Hall, Upper Saddle River

Indicative/recommended reading

- Campbell, D., Stonehouse, G. and Houston, B. (2002) *Business Strategy,* 2nd edition, Butterworth, Heinemann
- De Wit B and Meyer R (2014) *Strategy an international perspective,* 5th edition, cengage learning, EMEA
- Grant, R. and Jordan, J. (2015) *Foundations of strategy,* 2nd edition, Chichester, Wiley
- Haberburg, A. and Rieple, A. (2007) *The Strategic Management of Organisations,* Oxford University press
- Hamel, G. and Prahalad, C.K. (1996) *Competing for the Future,* Harvard Business press
- Mintzberg, H., Quinn, J., Lampel, J. and Ghoshal, S. (2013) *The strategy process,* Pearson

- Porter, M. (1998) *The Competitive Advantage of Nations*, 2nd edition, New York. Free press
- Stacey, R. and Moyles, C. (2015) *Strategic Management and Organisational Dynamics*, 7th edition, Prentice Hall

Academic Journals are a key resource when you are researching your assignment topics as well as reading around other topics covered in this module. Searching Journals will give you access to a range of up-to-date research on your chosen topic.

Recommended Journals

- Academy of Management Perspectives
- Harvard Business Review
- International Journal of Management Reviews
- Journal of International Business Studies
- Long Range planning
- McKinsey Quarterly
- MIT Sloan Management Review
- Strategic Management Journal

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