

<b>Unit Title: Strategic Business Management and Planning</b>	<b>Unit Code: SBMP</b>
<b>Level: 7</b>	<b>Learning Hours: 180</b>
<p><b>Learning outcome:</b></p> <p><b>1. Critically assess the nature, scope and need for strategic business management and planning in international profit and not-for-profit organisations.</b></p> <p><b>Indicative content:</b></p> <ul style="list-style-type: none"> <li>• Explain the scope, nature and characteristics of strategic business management and planning in a global environment</li> <li>• Critically analyse the need for strategic business management and planning in a global environment</li> <li>• Appraise the international dimensions of strategic business management and planning</li> <li>• Critically analyse the different levels of strategy and their relationship with tactical and operational decision-making</li> <li>• Appreciate the distinctions between profit and not-for-profit organisations in terms of strategic business management and planning</li> </ul> <p><b>Learning outcome:</b></p> <p><b>2. Critically evaluate classic and contemporary models, concepts and tools in business strategy and planning.</b></p> <p><b>Indicative content:</b></p> <ul style="list-style-type: none"> <li>• Identify classical and contemporary models, concepts and tools in business strategy and planning such as transformational, incremental, “muddling through”, strategic drift etc</li> <li>• Critically appraise the use of these concepts and models in modern day organisations</li> <li>• Distinguish prescriptive and emergent theories of corporate strategy and their relevance to organisations</li> <li>• Critically appraise the ambiguity and debates within the academic literature</li> </ul> <p><b>Learning outcome:</b></p> <p><b>3. Appraise processes by which organisations identify their goals and values.</b></p> <p><b>Indicative content:</b></p> <ul style="list-style-type: none"> <li>• Clarify processes by which organisations identify their goals and values</li> </ul>	

- Appraise the conflicting needs, power and influence of stakeholders
- Evaluate means by which organisations develop their mission, vision and strategic intent
- Critically appraise theories supporting the relevance and value of vision, mission and objectives
- Examine the influence of corporate governance and regulation

**Learning outcome:**

**4. Critically analyse the impact of political, economic, social, technological, environmental and legal factors on an organisation.**

**Indicative content:**

- Evaluate the impact and influence of the external environment on an organisation and relate it to its strategy
- Critically appraise the use of techniques such as PEST, PESTEL, STEEP and other derivatives
- Identify the sensitivities of the organisation to environmental change and the appropriate prioritisation of search mechanisms
- Analyse the approaches to forecasting environmental change (scenario planning, game theory, decision analysis, social forecasting, Delphi etc)
- Appraise determinants of national advantage using suitable techniques such as Porter's Diamond

**Learning outcome:**

**5. Identify the key forces that represent both opportunities and threats to organisations whether for profit or not-for-profit.**

**Indicative content:**

- Evaluate the purpose and attributes of SWOT analysis
- Match SWOT to organisations' competences in order to generate strategic options for both profit and not-for-profit organisations
- Appraise techniques to identify the sources of competition to organisations such as Five Forces analysis
- Critically evaluate the turbulence of environmental change and the impact on strategic dynamics

**Learning outcome:****6. Critically evaluate the strategy process for an organisation to achieve competitive advantage.****Indicative content:**

- Identify the capabilities that allow organisations to achieve competitive advantage
- Critically analyse means by which an organisation positions itself to outperform its competitors
- Identify and evaluate appropriate strategies for emerging, maturing and declining competitive positions
- Compare and contrast the strategy process supporting prescriptive and emergent strategy development

**Learning outcome:****7. Critically analyse future challenges affecting strategic business management and planning.****Indicative content:**

- Analyse global influences and the impact on internationalisation of strategic business management and planning
- Identify environmental issues impacting on strategy in the 21<sup>st</sup> century, for example global warming, scarce commodities, the emerging economies (BRIC) etc
- Critically analyse these future challenges affecting strategic business management and planning
- Appreciate the impact of the increasingly competitive global environment and the need for innovation, intrapreneurship and entrepreneurship in organisations

**Assessment**

- A three-hour written examination comprised of five case studies. Candidates must answer Section A which has one compulsory question requiring a management report, plus a choice of two from four short case study questions in Section B.
- A 2000 word assignment – submission of a SWOT analysis carried out on an organisation of the student's choice.