

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

- 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 21st 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 comprising four short case studies on which candidates must answer one compulsory question requiring a management report, plus a choice of two from four short case study questions.
- A 2000 word assignment – submission of a SWOT analysis carried out on an organisation of the student's choice.