



UNIVERSITY *of* NICOSIA

<b>Course Code</b> MABM 580	<b>Course Title</b> Strategic Management	<b>ECTS Credits</b> 10
<b>Department</b> School of Business	<b>Semester</b> Fall/Spring/Summer	<b>Prerequisites</b> None
<b>Type of Course</b> Core	<b>Field</b> Management	<b>Language of Instruction</b> English, Greek

### Objectives of the Course:

To enable students to develop their understanding of how the theory of corporate strategic management may be translated into practice.

Strategic decisions are those that set the overall direction of an organisation and determine its ultimate viability in the face of an increasingly complex and dynamic set of environmental pressures. Strategic management deals with the ways in which organisations integrate their major decisions, goals, policies and actions into a cohesive whole. As such, the subject will draw on some material which you will already have covered and combined it with new frameworks for addressing a broad range of strategic issues such as environmental analysis, organisational politics and competitive strategy.

### Learning Outcomes:

Upon completion of the course, students should be able to:

1. Demonstrate knowledge and understanding of the business environment and strategic considerations it raises
2. Apply theory, models, frameworks and decision-making tools to identify key issues and make recommendations base on their findings
3. Analyse the external environment and its impact on the organisation
4. Assess the internal environment and strategic change issues facing an organisation
5. Analyse case studies
6. Conduct research; write reports and/or present analysis and conclusions.

## Course Contents:

Develop strategic thinking through the application of fundamental corporate principles in resolving strategic issues. Introduce notion of strategic thinking (vs. strategic planning) process. Insight-driven strategy vs. tool-driven

Exposure to specific company analysis and decision making processes with students playing the roles of executives and in particular considering:

- Strategy, organisational purpose & rationale
- Strategy paradigms and underlying assumptions
- **E**nvironmental, **V**alues and **R**esources (EVR) congruence
- Value proposition & strategic intent

Broaden the scope of student exposure to different industries, a variety of companies and multiple levels of strategic issues faced by executives from the following positions:

- Macro-environmental factors / Key success factors
- PESTEL / industry analysis & lifecycle
- Competitor analysis & hyper-competition
- Assessing opportunities, threats and environmental turbulence
- Forecasting and scenario techniques
- Analysis of internal basis of competitiveness
- Resource-base view of the firm
- Strategic capabilities and competencies
- Knowledge Management
- Assessing strengths and weaknesses

Practice the art of corporate decision making in the environment of economic uncertainty. Determine Criteria for effective strategies, appropriateness, feasibility, desirability framework, strategic decision-making

Revisit through the use of case studies:

- Strategic alignment and performance monitoring
- Key success factors and key performance indicators
- Strategic scorecards
- Value creation mapping and narratives

## Learning Activities and Teaching Methods:

- Lectures
- Core material
- Case Studies
- Self-assessment exercises
- DVD cases
- Discussions
- Course assessments

**Assessment Methods:**

In class case study; Homework assignments; Case study for Mid-term; Case study for Final Exam; Group exercises and Class Participation; Self assessment on class contribution

**Required Textbooks/Reading:**

Authors	Title	Publisher	Year	ISBN
Johnson, G, & Scholes, K. and Whittington R	Exploring Corporate Strategy: text and cases	Prentice Hall	2008 8 <sup>th</sup> Edition	0-273-71192-6

**Recommended Textbooks/Reading:**

Authors	Title	Publisher	Year	ISBN
Katsioloudes, M	Strategic Management: Global Cultural Perspectives for Profit and Non-profit Organisations	Butterworth-Heinemann	2006	978 0 7506 7966 4
Johnson, G & Scholes, K (Ed)	Exploring Public Sector Strategy	Prentice Hall	2001	0 273 64687 7
Grant, R M	Contemporary Strategy Analysis 6 <sup>th</sup> Edn	Wiley	2008	978 1 4051 6309 5
Hegal – Horn, S	The Strategy Reader 2 <sup>nd</sup> Edn	Blackwell	2004	1 4051 2687 6
Academy of Management Journal, European Management Journal, Harvard Business Review, Sloan Management Review, Strategic Management Journal, Business Week				