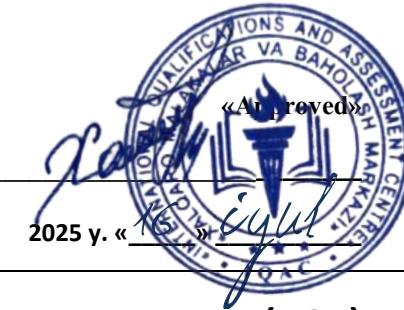




**INTERNATIONAL QUALIFICATIONS
AND ASSESSMENT CENTRE (IQAC)**



Programme	Level 4 Extended Diploma in Strategic Business Management (RQF)	
Unit Number/ Unit Title	UNIT 1 INTRODUCTION TO STRATEGIC MANAGEMENT	
Cohort Code:	L04ISM-U1	
Unit Level	LEVEL 4	
Total GLH	Total qualification time 200/ Total Guided learning hours 90/ Self-guided learning hours 110	
Credits/Hours	20 CATS/ 10 ECTS	
Lecturer		
Start Date		End Date

Unit Aims	This unit aims to provide learners with a foundational understanding of strategic management principles, including the analysis, formulation, evaluate and implementation of business/organizational strategies in a competitive environment.
Differentiation Strategies <i>(e.g. planned activities or support for individual learners according to their needs)</i>	Various approaches to addressing the various identified students needs will be adopted throughout the lesson. Such will include:- <ol style="list-style-type: none">1. Progressive tasks2. Digital resources3. Verbal support4. Variable outcomes5. Collaborative learning6. Ongoing assessment7. Flexible-pace learning
Equality & Diversity	Variety of teaching techniques will be employed to ensure that the needs of each individual learner are met.
Safeguarding & Prevent	Safeguarding policies and the Prevent duty are strictly observed to ensure the safety, well-being, and inclusivity of all students and staff.

Health & Safety	SIRM H&S policies will be maintained.
	Teaching and Learning Materials
Learning Resources	<p>Porter, M. E. (1980). "Competitive Strategy: Techniques for Analyzing Industries and Competitors." New York: Free Press.</p> <p>Mintzberg, H., Ahlstrand, B., & Lampel, J. (2009). "Strategy Safari: A Guided Tour Through the Wilds of Strategic Management." New York: Free Press.</p> <p>Johnson, G., Whittington, R., Scholes, K., Angwin, D., & Regnér, P. (2019). "Exploring Strategy: Text and Cases." Pearson.</p> <p>Barney, J. B., & Hesterly, W. S. (2014). "Strategic Management and Competitive Advantage: Concepts and Cases." Pearson.</p> <p>Grant, R. M. (2019). "Contemporary Strategy Analysis: Text and Cases Edition." Wiley.</p>

Learning Outcome	Assessment Criteria
LO1. Learner will be able to understand strategic management principles.	AC 1.1: Define strategic management and its significance in organizational success. AC 1.2: Explain the components of strategic management (e.g., vision, mission, objectives, strategies). AC 1.3: Analyze the importance of environmental scanning and SWOT analysis in strategic planning.
LO2. Learner will be able to analyse organizational strategy.	AC 2.1: Assess different strategic management models (e.g., Porter's Five Forces, BCG Matrix) and their applicability. AC 2.2: Evaluate how organizational resources and capabilities contribute to strategic decisions. AC 2.3: Analyze strategic alternatives for competitive advantage and sustainability.
LO3. Learner will be able to formulate strategic plans.	AC 3.1: Formulate strategic plans based on an organization's objectives and external/internal analysis. AC 3.2: Develop SMART (Specific, Measurable, Achievable, Relevant, Time-bound) strategic objectives. AC 3.3: Create strategies that align with the organization's mission and goals.
LO4. Learner will be able to implement and evaluate strategies.	AC 4.1: Implement strategies effectively through action plans, resource allocation, and stakeholder engagement. AC 4.2: Monitor and evaluate strategic implementation using key performance indicators (KPIs). AC 4.3: Adapt and revise strategies based on performance and changing environments.
LO5. Learner will be able to communicate and lead strategic change.	AC 5.1: Communicate strategic plans and changes effectively AC 5.2: Assess the role of leadership in driving and managing strategic change. AC 5.3: Facilitate and lead teams through strategic change initiatives. at organizational levels. Assessment various

No	Learning Outcomes/Topic	Learning and Teaching Outcomes	Which assessment criteria does the session relate to?	Day/month/year/ signature
1.	Introduction to Strategic Management	<ul style="list-style-type: none"> Define strategic management and its significance in organizational success. <p>Activities:</p> <ul style="list-style-type: none"> Lecture: Introduction to strategic management: definitions, history, and key concepts Class Discussion: Why is strategic management important for organizations? Group Activity: Share examples of successful organizations and analyze their strategic management approaches. 	LO1	
2.	Components of Strategic Management	<ul style="list-style-type: none"> Explain the components of strategic management (e.g., vision, mission, objectives, strategies). <p>Activities:</p> <ul style="list-style-type: none"> Lecture: Detailed explanation of vision, mission, and objectives. Group Work: Analyze the vision and mission statements of different companies. Class Discussion: How do objectives align with the overall strategy? 	LO1	
3.	Environmental Scanning and SWOT Analysis	<ul style="list-style-type: none"> Analyze the importance of environmental scanning and SWOT analysis in strategic planning. <p>Activities:</p> <ul style="list-style-type: none"> Lecture: Introduction to environmental scanning and SWOT analysis. 	LO1, LO2, LO3	

		<ul style="list-style-type: none"> • Case Study: Perform a SWOT analysis of a real company. • Group Discussion: The role of external factors in strategic decision-making. 		
4.	Strategic Management Models	<ul style="list-style-type: none"> • Assess different strategic management models (e.g., Porter's Five Forces, BCG Matrix) and their applicability. <p>Activities:</p> <ul style="list-style-type: none"> • Lecture: Overview of strategic management models. • Group Activity: Apply Porter's Five Forces and BCG Matrix to a company. • Class Discussion: Which models are most suitable for different industries? 	LO1, LO2, LO3	
5.	Revision Class	<ul style="list-style-type: none"> • Activity Title: "Strategic Turnaround: Consulting for a Struggling Business • Objective: To consolidate knowledge of strategic management by applying theory to practice. Students will analyze a struggling business and design a recovery strategy using: <ul style="list-style-type: none"> • Strategic management concepts • Key components (mission, vision, objectives) • SWOT and PESTEL analysis • Strategic models (e.g., Porter's Five Forces, BCG, Ansoff) 	LO1, LO2, LO3	
6.	Organizational Resources and Capabilities	<ul style="list-style-type: none"> • Evaluate how organizational resources and capabilities contribute to strategic decisions. <p>Activities:</p> <ul style="list-style-type: none"> • Lecture: The role of resources and capabilities in formulating strategies. • Case Study: Analyze a company's resources and capabilities. • Group Work: Evaluate a company's resource-based strategy. 	LO1, LO2, LO3	

7.	Competitive Advantage and Sustainability	<ul style="list-style-type: none"> Analyze strategic alternatives for competitive advantage and sustainability. <p>Activities:</p> <ul style="list-style-type: none"> Lecture: Competitive advantage strategies (Cost Leadership, Differentiation, Focus). Class Discussion: How sustainability plays a role in gaining competitive advantage. Group Activity: Develop a strategic alternative for an example company. 	LO1, LO2, LO3	
8.	Formulating Strategic Plans	<ul style="list-style-type: none"> Formulate strategic plans based on an organization's objectives and external/internal analysis. <p>Activities:</p> <ul style="list-style-type: none"> Lecture: How to formulate strategic plans based on analysis. Case Study: Formulate a strategic plan for a company based on internal and external analysis. Group Work: Use the SWOT analysis to create a strategic plan. 	LO1, LO2, LO3	
9.	SMART Objectives	<ul style="list-style-type: none"> Develop SMART (Specific, Measurable, Achievable, Relevant, Time-bound) strategic objectives. <p>Activities:</p> <ul style="list-style-type: none"> Lecture: Introduction to SMART objectives. Group Work: Create SMART objectives for a hypothetical company. Class Discussion: The importance of setting measurable and achievable objectives 	LO1, LO2, LO3	
10.	Revision Class	<ul style="list-style-type: none"> Activity Title: <i>"Build a Winning Strategy: From Resources to Results"</i> Objective: 	LO1, LO2, LO3	

		<p>Students will explore how organizational resources and capabilities contribute to competitive advantage, then formulate a strategic plan with SMART objectives for a growth-focused company.</p>		
11.	Review	<ul style="list-style-type: none"> Review of strategic management principles. <p>Activities:</p> <ul style="list-style-type: none"> Review Session: Key concepts covered from weeks 1-10. Mock Exam: Practice questions on strategic management concepts. Feedback Session: Discuss common issues faced by students. 	LO1, LO2, LO3	
12.	Aligning Strategies with Mission and Goals	<ul style="list-style-type: none"> Create strategies that align with the organization's mission and goals. <p>Activities:</p> <ul style="list-style-type: none"> Lecture: Aligning strategies with organizational mission. Group Work: Create a strategic plan that aligns with a company's mission statement. Case Study: Review how alignment impacts the success of companies. 	LO1, LO2, LO3	
13.	Action Plans for Strategy Implementation	<ul style="list-style-type: none"> Implement strategies effectively through action plans, resource allocation, and stakeholder engagement. <p>Activities:</p> <ul style="list-style-type: none"> Lecture: Steps to implement strategies with action plans. Group Work: Develop an action plan for a company's new strategy. Class Activity: Discuss resource allocation and stakeholder involvement. 	LO4, LO5	

14.	Key Performance Indicators (KPIs)	<ul style="list-style-type: none"> Monitor and evaluate strategic implementation using KPIs. <p>Activities:</p> <ul style="list-style-type: none"> Lecture: Introduction to KPIs and their role in strategic evaluation. Case Study: Develop KPIs for a company's strategy. Group Activity: Analyze existing KPIs in real companies. 	LO4, LO5	
15.	Monitoring and Revising Strategies	<ul style="list-style-type: none"> Adapt and revise strategies based on performance and changing environments. <p>Activities:</p> <ul style="list-style-type: none"> Lecture: How to monitor and revise strategies effectively. Group Work: Discuss how companies adapt strategies in response to changing market conditions. Case Study: Reassess a company's strategy based on new data. 	LO4, LO5	
16.	Midterm	<ul style="list-style-type: none"> Midterm assessment covering all learning outcomes (theory and practical elements) 	LO1, LO2, LO3	
17.	Feedback & Reflection	<ul style="list-style-type: none"> Review of key concepts covered Reflective discussion on personal growth in communication skills Course evaluations 		
18.	Communicating Strategic Plans	<ul style="list-style-type: none"> Communicate strategic plans and changes effectively to stakeholders at various organizational levels. <p>Activities:</p> <ul style="list-style-type: none"> Lecture: The importance of clear communication in strategic planning. Role Play: Practice presenting strategic plans to stakeholders. 	LO4, LO5	

		<ul style="list-style-type: none"> • Class Discussion: Challenges of communicating strategies across level 		
19.	Leadership in Strategic Change	<ul style="list-style-type: none"> • Assess the role of leadership in driving and managing strategic change. <p>Activities:</p> <ul style="list-style-type: none"> • Lecture: Leadership styles in managing strategic change. • Group Discussion: The impact of leadership on the success of strategic change. • Case Study: Analyze a leadership-driven change in a company. 	LO4, LO5	
20.	Leading Teams through Change	<ul style="list-style-type: none"> • Facilitate and lead teams through strategic change initiatives. <p>Activities:</p> <ul style="list-style-type: none"> • Lecture: The role of team leadership in change management. • Group Activity: Develop a leadership strategy for guiding teams through change. • Case Study: Real-world examples of teams navigating strategic changes. 	LO4, LO5	
21.	Strategic Change Case Study	<ul style="list-style-type: none"> • Analyze strategic change initiatives and outcomes. <p>Activities:</p> <ul style="list-style-type: none"> • Case Study: Review and analyze a successful or unsuccessful strategic change. • Group Discussion: What went well, and what could be improved in the case study? 	LO4, LO5	
22.	Review Class/Presentation of cases	<ul style="list-style-type: none"> • 1. IBM's Strategic Turnaround (1993–2002) • 2. Nokia's Failure to Adapt (2007–2014) • 3. Netflix's Business Model Innovation • 4. Blockbuster's Resistance to Change 	LO1, LO2, LO3, LO4, LO5	

		<ul style="list-style-type: none"> 5. Starbucks' Refocusing Strategy (2008) 6. Microsoft's Strategic Shift under Satya Nadella (2014–Present) 7. Kodak's Digital Misstep 		
23.	Strategic Change: Mergers & Acquisitions	<ul style="list-style-type: none"> Strategic rationale for mergers Cultural clashes and integration Case: Vodafone & Mannesmann 	LO1, LO2, LO3, LO4, LO5	
24.	Strategic Governance and Ethics	<ul style="list-style-type: none"> Governance structures and ethical boards Strategy, transparency, and accountability Mini-debate: Should CEOs also be board chairs? 	LO1, LO2, LO3, LO4, LO5	
25.	Strategy in Platform Businesses & Ecosystems	<ul style="list-style-type: none"> Strategy for platforms (Uber, Airbnb, Amazon) Network effects, data power, and scalability Workshop: Design your own platform strategy 	LO1, LO2, LO3, LO4, LO5	
26.	Strategy in Platform Businesses & Ecosystems	<ul style="list-style-type: none"> Strategy for platforms (Uber, Airbnb, Amazon) Network effects, data power, and scalability Workshop: Design your own platform strategy 		
27.	Strategic Forecasting and Scenario Planning	<ul style="list-style-type: none"> Foresight tools: PESTEL, trends, uncertainties Workshop: Design 3 strategic scenarios for a retail chain 	LO1, LO2, LO3, LO4, LO5	
28.	Strategy in Nonprofit & Public Sector Organizations	<ul style="list-style-type: none"> Strategic thinking beyond profit: impact-focused strategy Tools and KPIs for nonprofit success Case: Red Cross or a local NGO's strategic model 	LO1, LO2, LO3, LO4, LO5	
29.	Final Exam Preparation			
30.	Final Exam		LO1, LO2, LO3, LO4, LO5	