INTERNATIONAL QUALIFICATIONS

AND ASSESSMENT CENTRE (IQAC)

«Approved»

2025 y. «____»

Programme	**Level 6 BA (Hons) BUSINESS ADMINISTRATION**		
Unit Number/ Unit Title	**Unit 1 BUSINESS STRATEGY**		
Cohort Code:	L06BST-U1		
Unit Level	**LEVEL 6**		
Total GLH	Total qualification time 120/ Total Guided learning hours 48/ Self-guided learning hours 72		
Credits/Hours	12 CATS/ 6 ECTS		
Lecturer			
Start Date		**End Date**	

Unit Aims	Introduce students to strategic management principles, focusing on analyzing competitive environments, formulating strategies, and understanding strategic positioning to enhance organizational effectiveness.
Differentiation Strategies *(e.g. planned activities or support for individual learners according to their needs)*	Various approaches to addressing the various identified students needs will be adopted throughout the lesson. Such will include: 1. Progressive tasks 2. Digital resources 3. Verbal support 4. Variable outcomes 5. Collaborative learning 6. Ongoing assessment 7. 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.
Learning Resources	**Teaching and Learning Materials**
	"Exploring Corporate Strategy" by Gerry Johnson, Kevan Scholes "Strategic Management" by Richard Lynch "Competitive Strategy: Techniques for Analyzing Industries and Competitors" by Michael E. Porter

Learning Outcome	Assessment Criteria
LO1. 1. Understand the fundamentals of business strategy.	1.1 Define key concepts of strategic management, including mission, vision, and goals. 1.2 Differentiate between various strategic approaches (e.g., cost leadership, differentiation).
LO2. 2. Analyze internal and external factors impacting strategic decisions.	2.1 Conduct SWOT and PESTLE analyses to assess an organization's competitive environment. 2.2 Evaluate the role of resources and capabilities in strategy formulation.
LO3. 3. Formulate business strategies to achieve organizational goals.	3.1 Develop strategic options for a given business scenario. 3.2 Recommend strategies based on feasibility and organizational goals.
LO4. 4. Assess the implementation and evaluation of strategies.	4.1 Explain methods for strategy implementation and monitoring. 4.2 Evaluate the effectiveness of chosen strategies and make recommendations for improvements.

No	Learning Outcome / Topic	Learning and Teaching Activities	Which assessment criteria does the session relate to?	Day/month/year/ signature
1.	Strategic Management: Concepts & Perspectives	• Seminar: Deconstructing strategy definitions from academic literature (e.g., Johnson et al., Porter, Mintzberg) • Critical reading: Whittington (2006), "Strategy as Practice" • Paper Review: Students present a peer-reviewed article on definitions/approaches to strategic management (e.g., Mintzberg's 5Ps)	LO1, 1.1	
2.	Mission, Vision, Values, and Goals	• Comparative analysis of mission/vision statements of top firms (e.g., Tesla, Nestlé) • Academic debate: Role of vision statements in strategy • Paper Review: Review a relevant journal article (e.g., Bart & Baetz, 1998) on effectiveness of mission/vision statements	LO1, 1.1	
3.	Strategic Approaches (Porter's Generic Strategies, Blue Ocean)	• Literature synthesis: Porter vs. Blue Ocean Strategy (Kim & Mauborgne) • Critical essay (1,000 words): Evaluate the use of cost leadership in developing markets • Case Study: Southwest Airlines or Cirque du Soleil • Academic Paper Review Presentation: Choose a peer-reviewed article comparing generic strategies and blue ocean thinking	LO1, 1.2	
4.	Corporate vs. Business-Level Strategy	• Case Review: Analyze Unilever's corporate-level vs. brand-level strategies (e.g., Dove, Ben & Jerry's)	LO1, 1.2	

		• Academic Paper Presentation: Present on an article like Collis & Montgomery (2008), "Competing on Resources" • Deliverable: Presentation + 500-word written critique connecting theory to Unilever		
5.	SWOT Analysis: Strategic Depth	• Conduct SWOT on a chosen company and critique its limitations • Seminar: Discuss Hill & Westbrook (1997) on SWOT's analytical shortcomings • Academic Paper Review: Choose a paper critiquing SWOT/diagnostic tools and present findings	LO2, 2.1	
6.	PESTLE & External Forces	• Research task: Conduct PESTLE for a selected multinational company • Annotated bibliography of macroeconomic sources used • Seminar: Critique of PESTLE application in turbulent environments • Paper Review: Present academic critiques of environmental scanning models	LO2, 2.1	
7.	Internal Resources and Capabilities in strategic formulation	• Apply VRIO/VRIN models to Apple or Amazon • Write a short analysis on strategic resources • Academic Reading: Barney (1991), "Firm Resources and Sustained Competitive Advantage"- Presentation: • Critical review of Barney or related RBV papers	LO2, 2.2	
8.	Strategic Fit & Dynamic Capabilities	• Seminar: Teece (2007), Dynamic Capabilities & Strategic Management • Case Brief: Evaluate Netflix or Samsung's strategic agility	LO2, 2.2	

		• Academic Debate: Resource-based vs. dynamic capability view • Paper Review: Students present and critique Teece's framework		
9.	Review	• Group academic poster session: • Apply LOs 1–2 to a chosen company • Peer-reviewed poster evaluations- Preparation Workshop: How to write a synthesis essay integrating theory and case insights	LO1-LO2	
10.	Review	• Analytical midterm exam covering LO1 & LO2 content	LO1-LO2	
11.	Strategic Option Generation (Ansoff, BCG)	• Apply Ansoff/BCG matrix to a real company (e.g., Nestlé) • White Paper: Suggest three options for future growth • Academic Reading: Ansoff (1957), "Strategies for Diversification"- Paper Review Presentation: Application of portfolio models in current strategic planning	LO3, 3.1	
12.	Strategy Evaluation: SAFe, McKinsey 7S, Risk Models	• Evaluate strategic options using SAFe framework • Simulation: Ranking options based on feasibility and alignment • Academic Paper Review: Compare SAFe and McKinsey 7S in scholarly literature	LO3, 3.2	
13.	Competitive Positioning & Strategy Canvas	• Strategy Canvas Workshop using Blue Ocean tools • Group Research: SME strategic positioning project • Case Review: Zara’s fast fashion advantage • Academic Presentation: Critical review of positioning strategies literature	LO3, 3.1	

14.	International & Global Strategy	• Seminar: Bartlett & Ghoshal vs. Ghemawat's CAGE framework • Case Review: Netflix's international expansion- Academic Reading: Ghemawat (2001), "Distance Still Matters" • Paper Presentation: International strategy frameworks in global business	LO3	
15.	Review	• Strategy defence panel: Present strategic plan options • Case Review: Uber's disruption of traditional markets • Academic Discussion: Risks in aggressive strategy execution	LO3	
16.	Midterm	• **Midterm assessment** covering all learning outcomes (theory and practical elements)	LO1-LO2-LO3	
17.	Feedback & Reflection	• Review of key concepts covered • Reflective discussion on business strategy • Course evaluations		
18.	Strategy Implementation: Models and Barriers	• Compare implementation frameworks (Balanced Scorecard, McKinsey 7S) • Case Review: Google/Alphabet structure • Paper Review: Review Kaplan & Norton (1996) on BSC and execution challenges	LO4, 4.1	
19.	Resource Planning & Organizational Alignment	• Strategic resource audit task • Academic Workshop: Linking HR strategy to corporate goals • Case Review: Amazon's global infrastructure scale • Paper Presentation: Strategic alignment theory and challenges	LO4, 4.1	

20.	Managing Strategic Change	• Workshop: Kotter vs. emergent change models • Debate: Planned vs. emergent strategy • Case Review: Nokia's strategic failure • Paper Review: Review Johnson et al. (2005) on strategic drift	LO4, 4.1	
21.	Performance Measurement and KPIs	• Design a KPI dashboard for a chosen firm • Reflection: Are KPIs misleading? • Case Review: McDonald's KPI strategy • Academic Reading: Neely et al. (1995), "Performance Measurement System Design"	LO4, 4.2	
22.	Evaluation and Continuous Feedback	• Post-implementation review framework • Case Review: Kodak's failure and post-mortem • Essay: Learning from strategic failure • Paper Review: Strategic control systems in literature	LO4, 4.2	
23.	Ethics, Sustainability & Strategy	• Seminar: CSR vs. Strategic CSR (Porter & Kramer) • Case Review: Starbucks' sustainability strategy • Position Paper: Ethics and competitive advantage • Academic Paper Review: Corporate responsibility and long-term strategy	LO1-LO2-LO3-LO4	
24.	Strategy in the Digital Age	• Seminar: Digital disruption and platform-based business models • Case Review: Airbnb vs. Marriott • Academic Review: Strategic agility in the digital economy (e.g., Bharadwaj et al., 2013) • Student Presentation: Strategic innovation in tech startups	LO1-LO2-LO3-LO4	

25.	Strategic Foresight & Scenario Planning	• Workshop: Shell's scenario planning approach • Group Task: Create alternative future strategy paths • Academic Reading: Schoemaker (1995), "Scenario Planning: A Tool for Strategic Thinking" • Final strategy refinement session before submission	LO1-LO2-LO3-LO4	
26.	Strategy Simulation	• Simulation: Apply entire strategy cycle to selected company • Group coaching session • Preparation: Capstone outline with annotated literature	LO1-LO2-LO3-LO4	
27.	Capstone Project Submission	• Group Report: Full strategic plan (2,500 words) with peer-reviewed justification • Academic defense of frameworks used	LO1-LO2-LO3-LO4	
28.	Capstone Presentations	• Panel-style viva of strategy project- Academic criteria assessment and peer feedback	LO1-LO2-LO3-LO4	
29.	Final Exam Preparation & Review	LO1, LO2, LO3, LO4	LO1, LO2, LO3, LO4	
30.	Final Exam		LO1, LO2, LO3, LO4	