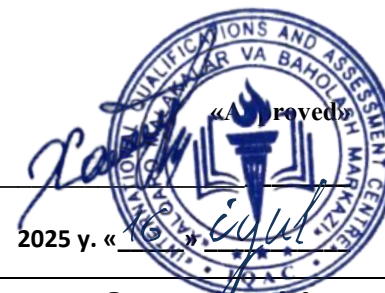





**INTERNATIONAL QUALIFICATIONS  
AND ASSESSMENT CENTRE (IQAC)**



<b>Programme</b>	<b>Level 7 Postgraduate Diploma in Strategic Management &amp; Leadership</b>		
<b>Unit Number/ Unit Title</b>	<b>Unit 2 BUSINESS STRATEGY AND INNOVATION</b>		
<b>Cohort Code:</b>	L07BSI-U2		
<b>Unit Level</b>	LEVEL 7		
<b>Total GLH</b>	Total qualification time 200/ Total Guided learning hours 90/ Self-guided learning hours 110		
<b>Credits/Hours</b>	20 CATS/ 10 ECTS		
<b>Lecturer</b>			
<b>Start Date</b>		<b>End Date</b>	

<b>Unit objective or Aim</b>	The purpose of this unit is to develop the understanding of strategic and change management models for learners, as well as the ability to evaluate strategic plans, suggest strategic solutions, develop an action plan and direct organisational changes.
<b>Differentiation Strategies</b> <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: <ul style="list-style-type: none"> <li>1. Progressive tasks</li> <li>2. Digital resources</li> <li>3. Verbal support</li> <li>4. Variable outcomes</li> <li>5. Collaborative learning</li> <li>6. Ongoing assessment</li> <li>7. Flexible-pace learning</li> </ul>
<b>Equality &amp; Diversity</b>	Variety of teaching techniques will be employed to ensure that the needs of each individual learner are met.

<b>Safeguarding &amp; Prevent</b>	Safeguarding policies and the Prevent duty are strictly observed to ensure the safety, well-being, and inclusivity of all students and staff.
<b>Health &amp; Safety</b>	SIRM H&S policies will be maintained.
<b>Learning Resources</b>	<b>Teaching and Learning Materials</b>
	<ul style="list-style-type: none"> <li>• Barney, J. (2010) Gaining and Sustaining Competitive Advantage. New York: Pearson Education.</li> <li>• Cusumano, M. A. and Markides, C. (2001) Strategic Thinking for the Next Economy. Mason, OH: Cengage Learning EMEA.</li> <li>• De Wit, B. and Meyer, R. (2004). Strategy: Process, Content, Context. Stamford, CT: Cengage Learning EMEA.</li> <li>• Finlay, P. N. (2000). Strategic Management: An Introduction to Business and Corporate Strategy. Harlow: Prentice Hall.</li> <li>• Goold, M., Campbell, A. and Alexander, M. (1994) Corporate-level Strategy: Creating Value in the Multibusiness Company. New York: John Wiley and Sons Ltd</li> <li>• Grant, R. (2010) Contemporary Strategy Analysis. Hampshire: John Wiley and Sons.</li> <li>• Gratton, L. (2000) Living Strategy: Putting People at the Heart of Corporate Purpose. Harlow: Financial Times/Prentice Hall</li> <li>• Harrison, J. S. (2002) Strategic Management of Resources and Relationships: Concepts and Cases. Hampshire: John Wiley and Sons.</li> <li>• Hill, C., Jones, G. and Schilling, M. (2013) Strategic Management: Theory: An Integrated Approach. Stamford, CT: Cengage Learning.</li> <li>• Johnson, G., Scholes, K. and Whittington, R. (2008) Exploring Corporate Strategy. Harlow: Financial Times/Prentice Hall.</li> <li>• Johnson, G. &amp; Scholes, K. (2000) Exploring Public Sector Strategy. Harlow: Financial Times/Prentice Hall.</li> </ul>

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- Kaplan, R. & Norton, D. (2000) The Strategy-focused Organisation: How Balanced Mandatory Card Companies Thrive in the New Business Environment. Massachusetts: Harvard Business School Press.
  - Lynch, R. (2005) Corporate Strategy. Harlow: Financial Times/Prentice Hall
  - McGee, J., Thomas, H. and Wilson, D. (2005) Strategy: Analysis and Practice. New York: McGraw-Hill Higher Education.

Learning Outcome	Assessment Criteria
<b>LO1. 1. Have the ability to examine important external factors on the approach of an organisation.</b>	1.1 Consider the role of a company in the current market objectively. 1.2 Analyze the impact on an enterprise of current plans objectively.
<b>LO2. 2. Be capable of strategic solutions for a company appraisal.</b>	2.1 Examine the relationship between corporate, market and organisational strategies objectively. 2.2 Develop strategic options for an organisation, apply strategic models and tools. 2.3 Consider an organisation's strategic choices.
<b>LO3. 3. Be capable of evaluating different methods and approaches to a policy implementation plan.</b>	3.1 Develop a relevant vision, mission and strategic objectives for an organisation. 3.2 Propose an organisation with an appropriate framework that suits a strategic strategy. 3.3 Establish a roadmap for the execution of a resource strategy.
<b>LO4. 4. Have the capability to understand a strategic organisational change can be created and implemented. Project of Management Planning.</b>	4.1 Apply force field analysis to discern the forces of change effectively. 4.2 Consider different models of change management objectively. 4.3 Identify the right agent for leadership and transition
<b>LO5. 5. Capable of monitoring and regulating the implementation of strategic plans.</b>	5.1 Establish a framework of monitoring and control to execute strategic strategies. 5.2 Design key measures of performance in order. 5.3 Track the execution of the strategic plan.

No	Learning Outcome / Topic	Learning and Teaching Activities	Which assessment criteria does the session relate to?	Day/month/year/ signature
1.	Understanding the Role of a Company in the Market	<ul style="list-style-type: none"> <li>Seminar: Analyze current business models in various industries</li> <li>Case study: Market positioning of Apple vs Samsung</li> <li>Group discussion: Role of innovation in market leadership</li> </ul>	LO1, 1.1	
2.	Analyzing Competitive Advantage	<ul style="list-style-type: none"> <li>Workshop: Use Porter's Five Forces on real companies;</li> <li>Group activity: SWOT analysis of a startup;</li> <li>Individual task: Reflection on strategic position.</li> </ul>	LO1, 1.1	
3.	Impact of External Strategic Plans	<ul style="list-style-type: none"> <li>Lecture: Globalization and trade agreements;</li> <li>Case study: Brexit's impact on UK firms;</li> <li>Group discussion: Economic policy and enterprise operations.</li> </ul>	LO1, 1.2	
4.	Integration of Market Role and Strategic Impact	<ul style="list-style-type: none"> <li>Group project: Present analysis of a multinational's market strategy;</li> <li>Peer review session;</li> <li>Reflective essay: Aligning external environment and company strategy.</li> </ul>	LO1, 1.1, 1.2	
5.	Corporate, Market and Organizational Strategies	<ul style="list-style-type: none"> <li>Seminar: Strategic alignment case study (e.g., Tesla);</li> <li>Group activity: Matching mission with strategy;</li> <li>Article review and critique.</li> </ul>	LO2, 2.1	
6.	Strategic Models and Tools (SWOT, PESTLE, BCG)	<ul style="list-style-type: none"> <li>Workshop: Apply models to a chosen company; Presentations of findings;</li> <li>Quiz: Strategic tool applications</li> </ul>	LO2, 2.1	

7.	Strategic Option Development	<ul style="list-style-type: none"> <li>• Lecture: Porter's Generic Strategies and Ansoff Matrix;</li> <li>• Simulation game: Choose and apply strategic options;</li> <li>• Group discussion: Risks and benefits</li> </ul>	LO2, 2.2	
8.	Making Strategic Choices	<ul style="list-style-type: none"> <li>• Case study: Strategic decision-making in Unilever;</li> <li>• Role play: Boardroom strategy simulation;</li> <li>• Debate: Mergers vs Organic growth</li> </ul>	LO2, 2.3	
9.	Review	<ul style="list-style-type: none"> <li>• Peer feedback session</li> <li>• Preparation workshop</li> </ul>	LO1-LO2	
10.	Vision, Mission, and Strategic Objectives	<ul style="list-style-type: none"> <li>• Workshop: Draft vision and mission for a real business;</li> <li>• Peer feedback session;</li> <li>• Seminar: Differences in strategic goal setting</li> </ul>	LO3, 3.1	
11.	Strategic Frameworks and Business Structures	<ul style="list-style-type: none"> <li>• Group discussion: Centralized vs decentralized models;</li> <li>• Case study: McDonald's global strategy;</li> <li>• Create org charts with strategy fit</li> </ul>	LO3, 3.2	
12.	Execution Roadmaps for Resources	<ul style="list-style-type: none"> <li>• Seminar: Resource allocation models;</li> <li>• Simulation: Budgeting and resource planning;</li> <li>• Reflective journal: Lessons in execution</li> </ul>	LO3, 3.3	
13.	Integrated Strategic Planning	<ul style="list-style-type: none"> <li>• Group project: Develop full strategy plan for a company;</li> <li>• Peer review presentations; Strategy critique session</li> </ul>	LO3, 3., 3.2, 3.3	
14.	Review	<ul style="list-style-type: none"> <li>• Review all cases covered</li> </ul>	LO1-LO2-LO3	
15.	Midterm	<p><b>Midterm assessment</b> covering all learning outcomes (theory and practical elements)</p>	LO1-LO2-LO3	

<b>16.</b>	Feedback & Reflection	<ul style="list-style-type: none"> <li>• Review of key concepts covered</li> <li>• Reflective discussion</li> <li>• Course evaluations</li> </ul>	LO1-LO2-LO3	
<b>17.</b>	Forces of Change & Force Field Analysis	<ul style="list-style-type: none"> <li>• Workshop: Apply force field to organizational change;</li> <li>• Real-world case study (e.g., Nokia); Group mapping of change forces</li> </ul>	LO4, 4.1	
<b>18.</b>	Models of Change (Lewin, Kotter, McKinsey)	<ul style="list-style-type: none"> <li>• Seminar: Compare models in action;</li> <li>• Debate: Most effective model;</li> <li>• Group presentations: Case applications</li> </ul>	LO4, 4.2	
<b>19.</b>	Leadership and Transition Agents	<ul style="list-style-type: none"> <li>• Case study: CEO-led transformation;</li> <li>• Role play: Leading through change;</li> <li>• Reflective discussion: Personal leadership approaches</li> </ul>	LO4, 4.3	
<b>20.</b>	Integration of Change Management Theories	<ul style="list-style-type: none"> <li>• Group work: Strategy change plan for selected company;</li> <li>• Presentations with peer critiques;</li> <li>• Individual report on change leadership</li> </ul>	LO4, 4.1, 4.2, 4.3	
<b>21.</b>	Review	Case-based and essay based exam	LO1-LO2-LO3	
<b>22.</b>	Monitoring Strategic Plans	<ul style="list-style-type: none"> <li>• Workshop: Design control systems;</li> <li>• Group simulation: Track KPIs in real-time;</li> <li>• Quiz: Control systems review</li> </ul>	LO5, 5.1	
<b>23.</b>	Designing Performance Measures	<ul style="list-style-type: none"> <li>• Seminar: Balanced scorecard development;</li> <li>• Peer review: Strategy map building;</li> <li>• Real-world comparison: KPIs across industries</li> </ul>	LO5, 5.2	

<b>24.</b>	Tracking Execution Progress	<ul style="list-style-type: none"> <li>• Case study: Failed execution in big firms;</li> <li>• Group debate: Accountability in performance;</li> <li>• Discussion: Link between culture and monitoring</li> </ul>	LO5, 5.	
<b>25.</b>	Integrated Performance Tracking	<ul style="list-style-type: none"> <li>• Workshop: Dashboard creation in Excel/Power BI</li> <li>• Team simulation: Performance reporting;</li> <li>• Final reflective essay on monitoring</li> </ul>	LO5, 5.1, 5.2, 5.3	
<b>26.</b>	Integrated Strategy Simulation	<ul style="list-style-type: none"> <li>• Capstone group project: Build and present a complete strategy;</li> <li>• Q&amp;A panel with faculty feedback;</li> <li>• Strategy revision based on critique</li> </ul>	LO1-LO2-LO3-LO4-LO5	
<b>27.</b>	Strategic Innovation in Emerging Markets	<ul style="list-style-type: none"> <li>• Seminar: Explore innovation strategies in emerging economies;</li> <li>• Individual case review (e.g., Grab, Paytm);</li> <li>• Group analysis: Innovation trends globally</li> </ul>	LO1-LO2-LO3-LO4-LO5	
<b>28.</b>	Final Exam Preparation & Review	LO1, LO2, LO3, LO4	LO1, LO2, LO3, LO4	
<b>29.</b>	Final Exam		LO1, LO2, LO3, LO4	