



ANALYSIS OF STRATEGIC ISSUES IN BUSINESS AND MANAGEMENT

INSTITUTE FOR PROFESSIONAL AND EXECUTIVE DEVELOPMENT

United Kingdom

UNIT SPECIFICATION

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Unit Title

Analysis of Strategic Issues in Business and Management

Credit value

The credit value for this unit is 30

30 credits equivalent to 300 hours of teaching and learning
(10 hours is equivalent to 1 credit)

Guided learning hours (GLH) = 50 hours

GLH includes lectures, tutorials and supervised study. This may vary to suit the needs and requirements of the learner and/or the approved centre of study.

Directed learning = 50 hours: This includes advance reading and preparation, group study, and undertaking research tasks.

Self-managed learning = 200 hours: This includes completing assignments and working through the core and additional reading texts. It also includes personal research reading via other physical and/or electronic resources.

Learning outcome Learner will:	Assessment criteria Learner can:
1.0 Understand the nature of strategy and strategic management	1.1 Explain what is meant by strategy and strategic management (mission, vision, objectives and policies) 1.2 Examine the characteristics of a strategic leader 1.3 Evaluate the importance of culture and values in strategic management 1.4 Analyse how an organization can maintain environmental fit and stakeholder satisfaction 1.5 Give an account on the main strategies an organization may adopt in trying to maintain strategic positioning 1.6 Explain what is meant by key success factors and examine their relevance in the strategic management of an organization 1.7 Explain what is meant by “core competencies” and examine their relevance in strategic management 1.8 Give an account on strategic capabilities and analyse their significance and contribution to corporate success 1.9 Give an account on strategic architecture and analyse its significance and contribution to corporate success
2.0 Understand the requirements for strategic success	2.1 Explain what is meant by strategic success 2.2 Explain what is meant by leveraging resources and give an account on how this can contribute to strategic success 2.3 Explain what is meant by value addition and analyse how an organization can add value to its services/products 2.4 Examine how value addition can lead to strategic success 2.5 Explain what is meant by competitive advantage and examine the generic strategies that an organization may adopt to achieve

<p>3.0 Understand the concept of strategic regeneration and transformational change</p> <p>4.0 Understand how macro environmental factors affect business operations and success</p>	<p>competitive advantage</p> <p>2.6 Analyse the relationship between competitive advantage and strategic success</p> <p>2.7 Explain what is meant by Environment-Value-Resource (E-V-R) congruence and examine how it is used in determining the strategic position of an organization</p> <p>2.8 Give an account on the following under the E-V-R congruence:</p> <ul style="list-style-type: none"> - Lost organization - Unconsciously competent organization - Strategic drift - Consciously incompetent organization - Organization achieving E-V-R congruence <p>2.9 Give an account on the key considerations an organization must make in trying to achieve strategic success</p> <p>3.1 Examine why organizations undergo strategic regeneration and transformational change</p> <p>3.2 Give an account on the following:</p> <ul style="list-style-type: none"> - Downsizing - De layering - Business process re-engineering <p>4.1 Give an account on how political, economic, societal, technological, legal and environmental (PESTLE) factors affect the success of organizations</p> <p>4.2 Analyse how environmental factors may be considered as threats and opportunities</p>
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<p>5.0 Understand how an industry can be analysed</p>	<p>4.3 Give an account on Ansoff's model of environmental changeability and analyse how the six factors that influence this changeability affect the success of an organization</p> <p>5.1 Give an account on Michael Porter's five forces and analyse how knowledge of such analysis can be used to make informed strategic decisions</p> <p>5.2 Explain what is meant by monopoly power and examine its implications on other organizations within the market place and the entire economy</p> <p>5.3 Explain what is meant by oligopoly and differentiate it from monopoly</p> <p>5.4 Explain what is meant by concentration and examine its implications</p> <p>5.5 Analyse how monopoly power is regulated and why</p>
<p>6.0 Understand the implication of globalization on strategic management</p>	<p>6.1 Explain what is meant by globalization</p> <p>6.2 Discuss how globalization affects strategy and business decision making</p>

Recommended learning resources

Indicative reading	<p>Thompson et al 2005. Strategic Management; Awareness and Change 5th Edition: Thompson Learning, London ISBN 978-1-844480-083-4</p> <p><u>Further reading</u></p> <p>Fred R. David 2006. Strategic Management; Concepts and Cases: Prentice Hall ISBN 978-0131869493</p> <p>Robert Appleby 1994. Modern Business Administration 6th Edition: Pitman Publishing London ISBN 0-273-60282-9</p>
Learning Aid	<ul style="list-style-type: none">• A comprehensive IPED study material is available to aid in learning and research of this unit.• We supply IPED course materials free of charge. Our study materials, which offer quick learning start, are comprehensive, use simple English, and are easy to read and understand. The contents are so sufficient and self-explanatory; that in majority of cases readers do not require further support; although support is always available when you need it.