



# SC3 Strategic Management





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# About this course manual

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## How this course manual is structured

### The course overview

The course overview gives you a general introduction to the course. Information contained in the course overview will help you determine:

- If the course is suitable for you.
- What you will already need to know.
- What you can expect from the course.
- How much time you will need to invest to complete the course.

The overview also provides guidance on:

- Study skills.
- Where to get help.
- Course assignments and assessments.
- Activity icons.
- Modules.

We strongly recommend that you read the overview *carefully* before starting your study.

### The course content

The course consists of eight modules. Each module comprises:

- An introduction to the module content.
- Module outcomes.
- New terminology.
- Core content of the module with a variety of learning activities.
- A module summary.
- Assignments and/or assessments, as applicable.



## Resources

For those interested in learning more on this subject, we provide you with a list of additional resources at the end of each module; these may be books, articles or websites.

## Your comments

After completing SC3 Strategic Management we would appreciate it if you would take a few moments to give us your feedback on any aspect of this course. Your feedback might include comments on:

- Course content and structure.
- Course reading materials and resources.
- Course assignments.
- Course assessments.
- Course duration.
- Course support (assigned tutors, technical help, etc.)

Your constructive feedback will help us to improve and enhance this course.

## Course overview

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### Welcome to SC3 Strategic Management

The Strategic Management Course is a multidisciplinary, integrative course that aims to provide an insight about the nature and scope of Strategic Decisions. These decisions are the responsibility of the top management. The strategic management course engrains a general management perspective about the manner in which organisations set their direction on the foundation laid in previous semesters about the overall functioning of the organisation.

The course builds analytical skills for appraisal and analysis of the external and internal environment for strategic decisions. The central theme of the course is the articulation of corporate strategy which steers organisations amid external changes and is therefore also an agent of strategic change. The course provides an exhaustive knowledge base to appreciate the different perspectives on strategy, and the necessity to integrate analytical and behavioural skills for effective strategic implementation. It draws on the concepts from different specialisations such as macroeconomics, industrial economics, micro economics, Game theory, marketing, finance and accounting, behavioural theories, production and operations management, philosophy and ethical studies. It provides knowledge about different tools and techniques that a strategist uses for decision making. It sensitises the reader/ student about the role of ethics and social responsibility in strategic decision making. It aims to develop an attitude of a 'general manager' so as to appreciate the high level of integration and coordination required for effective strategic decision making that ensures sustainability of the organisation in highly turbulent environments. It also aims to develop an attitude of acceptance of ambiguity as strategic decisions have longer time frames. For practising executives the course is valuable as the perspective building prepares them to take up more challenging roles in their careers.

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### SC3 Strategic Management — is this course for you?

This course is intended for people who wish to develop a holistic, strategic perspective about business and organisations. The integrative nature of the course builds such a perspective. This perspective is useful in analysing, solving real life business situations in organisations.

This course, SC3 Strategic Management has been designed as part of the Commonwealth of Learning CEMBA/CEMPA programme, as one of two specialist compulsory courses for students pursuing the CEMBA



programme. As a six-credit, 120-hour course offered by distance, the course is meant to be taken primarily as independent study, with limited face-to-face time with the tutor and other classmates.

This course examines the nature of strategic decision making in organisations and those factors that influence the process. The systems and techniques of strategic management, planning, and decision-making are examined in the context of the business organisation.

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## Course outcomes



### Outcomes

Upon completion of SC3 Strategic Management you will be able to:

- *explain* the terms, concepts and language of strategy.
- *present* an overview perspective on the organisation and in particular the ways in which strategic management and planning processes, systems and behaviours are expressed.
- *apply* strategic thinking skills and abilities in an organisational setting.
- *identify* and *apply* selected tools and techniques used in the strategic management process.

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## Timeframe



### How long?

This course will take approximately 120 hours of study time.



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## Study skills



### Study skills

As an adult learner your approach to learning will be different to that from your school days: you will choose what you want to study, you will have professional and/or personal motivation for doing so and you will most likely be fitting your study activities around other professional or domestic responsibilities.

Essentially you will be taking control of your learning environment. As a consequence, you will need to consider performance issues related to time management, goal setting, and stress management. Perhaps you will also need to reacquaint yourself in areas such as essay planning, coping with exams and using the Web as a learning resource.

Your most significant considerations will be time and space, that is, the time you dedicate to your learning and the environment in which you engage in that learning.

We recommend that you take time now before starting your self-study to familiarise yourself with these issues. There are a number of excellent resources on the Web. A few suggested links are:

- <http://www.how-to-study.com/>  
The “How to study” website is dedicated to study skills resources. You will find links to study preparation (a list of nine essentials for a good study place), taking notes, strategies for reading text books, using reference sources, test anxiety.
- <http://www.ucc.vt.edu/stdysk/stdyhlp.html>  
This is the website of the Virginia Tech, Division of Student Affairs. You will find links to time scheduling (including a “where does time go?” link), a study skill checklist, basic concentration techniques, control of the study environment, note taking, how to read essays for analysis, memory skills (“remembering”).
- <http://www.howtostudy.org/resources.php>  
Another “How to study” website with useful links to time management, efficient reading, questioning/listening/observing skills, getting the most out of doing (“hands-on” learning), memory building, tips for staying motivated, developing a learning plan.

The above links are our suggestions to start you on your way. At the time of writing these Web links were active. If you want to look for more go to [www.google.com](http://www.google.com) and type “self-study basics”, “self-study tips”, “self-study skills” or similar.



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## Need help?



### Help

Is there a course web site address?

What is the course instructor's name? Where can s/he be located (office location and hours, telephone/fax number, e-mail address)?

Is there a teaching assistant for routine enquiries? Where can s/he be located (office location and hours, telephone/fax number, e-mail address)?

Is there a librarian/research assistant available? Where can s/he be located (office location and hours, telephone/fax number, e-mail address)?

Is there a learners' resource centre? Where is it located? What are the opening hours, telephone number, who is the resource centre manager, what is the manager's e-mail address)?

Who do learners contact for technical issues (computer problems, website access, etc.)

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## Assignments



### Assignments

There are two tutor-marked Assignments (TMA) in this course, each contributing 20 per cent to the total assessment of this course. The details on the procedures for the TMAs will be available in the institutional guidelines.

The deadlines for students to submit the two TMAs can be found in the Important TMA Announcements of your institution

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## Assessments



### Assessments

As the end of the semester, a Final Examination is held and contributes 60 per cent to the total assessment of this course. Hence total assessment comprises of:-

|                   |              |
|-------------------|--------------|
| TMA 1             | 20 per cent  |
| TMA 2             | 20 per cent  |
| Final Examination | 60 per cent  |
| Total             | 100 per cent |





For more details about the Final Examination, please refer to the Institutional guidelines, and the samples of the Final Examination Question Paper available in the LMS.

# Getting around this course manual

## Margin icons

While working through this course manual you will notice the frequent use of margin icons. These icons serve to “signpost” a particular piece of text, a new task or change in activity; they have been included to help you to find your way around this course manual.

A complete icon set is shown below. We suggest that you familiarise yourself with the icons and their meaning before starting your study.

|   |   |   |   |
|---|---|---|---|
|    |    |    |    |
| Activity  | Assessment  | Assignment  | Case study  |
|  |  |  |  |
| Discussion  | Group activity  | Help  | Note it!  |
|  |  |  |  |
| Outcomes  | Reading   | Reflection  | Study skills  |
|  |  |  |  |
| Summary   | Terminology   | Time  | Tip   |