

### ABS0307 - Business Policy and Strategic Management

Course Title	Business Policy and Strategic Management				
Course Code	ABS0307				
Course Type	Compulsory				
Level	BA (Level 1)				
Year / Semester	4th /7 <sup>th</sup>				
Teacher's Name	Dr Nina Gorovaia-Zeniou / Dr Stavros Georgiades / Dr Evangelia Chortatsiani				
ECTS	6	Lectures / week	3	Laboratories / week	
Course Purpose	The aim of the course is to familiarize students with the concepts and the principles underlying the field of strategic management and teach them the use of the strategic audit as a method of analysing corporate functions and activities.				
Learning Outcomes	<p>By the end of the course, students should be able to:</p> <ul style="list-style-type: none"> <li>Understand the benefits of strategic management</li> <li>Use the strategic audit as a method of analysing corporate functions and activities.</li> <li>Describe the role and responsibilities of the board of directors in corporate governance</li> <li>Understand how the composition of the board can affect its operation</li> <li>Conduct a stakeholder analysis</li> <li>Use tools for analysing a company environment (SWOT analysis)</li> <li>Conduct an industry analysis to understand competitive forces that influence the intensity of rivalry within an industry</li> <li>Construct EFAS matrix for environmental and industry analysis</li> <li>Conduct organizational analysis using resource-based view of the firm and VRIO framework</li> <li>Construct IFAS matrix for organizational analysis</li> <li>Summarize strategic factors using SFAS matrix</li> <li>Generate strategic options by using TOWS matrix</li> </ul>				

	<p>Understand the competitive and collaborative strategies available to corporations.</p> <p>Understand the growth, stability, and retrenchment strategies.</p> <p>Develop programs, budgets, and procedures to implement strategic change</p> <p>Appraise the different strategies available.</p> <p>Evaluate strategic management frameworks and apply them to current business policy questions.</p> <p>Apply appropriate strategic management frameworks for different applications.</p> <p>Demonstrate the importance of case study analysis.</p>		
Prerequisites	ABSO204	Co-requisites	None
Course Content	<p>Chapter One. Basic Concepts</p> <p>Phases of strategic management. Benefits of strategic management.</p> <p>Globalization and environmental sustainability as challenges to strategic management. Theories of organizational adaptation. The learning organization. Basic model of strategic management. Triggering events initiating strategy. Mintzberg's modes of strategic decision making. Strategic decision-making process. The strategic audit. Strategy formulation, implementation and evaluation. Corporate objectives, mission, goals, vision and values</p> <p>Chapter Two. Corporate Governance.</p> <p>Responsibilities of the board of directors and its role in strategic management. Composition of the board of directors. Agency theory versus stewardship theory. Codetermination and interlocking directorates. Executive leadership and the importance of strategic vision.</p> <p>Chapter Three. Ethics and Social Responsibility.</p> <p>Positions for and against social responsibility. Importance of corporate stakeholders and stakeholder analysis</p> <p>Chapter Four. Environmental Scanning and Industry Analysis</p> <p>Environmental scanning. Identifying external strategic factors.</p> <p>Industry analysis, including industry evolution, strategic groups, and hyper-competition. Forecasting techniques, including industry scenarios. External strategic management audit. Key external forces. How to perform external</p>		

	<p>audit. Economic, socio-cultural, political and legal, technological, competitive forces</p> <p>Competitive analysis: Porter's five forces model</p> <p>Chapter Five. Internal Scanning: Organizational Analysis</p> <p>Core and distinctive competencies and VRIO framework. Business models.</p> <p>Industry and corporate value-chain analysis. Basic concepts in organizational structure and culture.</p> <p>Internal strategic management audit. The resource-based view.</p> <p>Integrating strategy and culture</p> <p>Management, marketing, finance, operations, research and development, management information systems</p> <p>Chapter Six. Strategy Formulation: Situation Analysis and Business Strategy</p> <p>Identifying a corporation's strategic factors using the SFAS Matrix.</p> <p>Using the TOWS Matrix to generate potential strategic alternatives.</p> <p>Using the competitive strategies of lower cost and differentiation.</p> <p>Competitive strategy, industry structure, and hyper-competition.</p> <p>The use of offensive and defensive competitive tactics.</p> <p>Using the cooperative strategies of collusion and strategic alliances.</p> <p>Chapter Seven. Strategy formulation: corporate strategy.</p> <p>Directional strategy is composed of growth, stability, and retrenchment strategies.</p> <p>Growth strategies: concentration in one industry via vertical or horizontal growth as well as growth outside of the industry via concentric and conglomerate diversification.</p> <p>Stability strategies: pause/proceed with caution, no change, and profit.</p> <p>Retrenchment strategies: turnaround, captive company, sell off/divestment, and bankruptcy/liquidation.</p> <p>Two popular types of portfolio analysis: the BCG Growth-Share Matrix and the GE Business Screen.</p> <p>Strategies in action, integration, intensive, diversification strategies</p> <p>Strategy analysis and choice</p>
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	<p>The nature of strategy analysis and choice</p> <p>The matching stage, SWOT Matrix</p> <p>Cultural aspects of strategy choice</p> <p>Chapter Nine. Strategy Implementation: Organizing for Action.</p> <p>Programs, budgets, and procedures. Matrix of change to assess the impact new programs. Three advanced designs of the matrix, the network (or cluster), and the cellular/modular structure. Reengineering, six sigma, and job design are explained as implementation methods.</p> <p>Annual objectives, policies, resource allocation, managing conflict, matching structure with strategy, restructuring, reengineering and e-engineering, linking performance and pay to strategies</p> <p>Managing resistance to change, managing the natural environment, creating a strategy-supportive culture, production/operation concerns when implementing strategy, HR concerns when implementing strategies</p> <p>Chapter Ten. Strategy Evaluation</p> <p>Strategy evaluation, the nature of strategy evaluation, the process of evaluating strategies, strategy evaluation framework, characteristics of an effective evaluation system, contingency planning</p> <p>Chapter Eleven. Case Study</p> <p>Discussion of case studies</p> <p>Consider the main points</p> <p>Advice on how to solve case study questions</p>
Teaching Methodology	Lectures, discussions, presentation of case studies, assignments
Bibliography	<p><u>Textbook</u>: Wheelen, T., Hunger, D. (2018) Strategic Management and Business Policy 15<sup>th</sup> Edition, Pearson.</p> <p><u>Reference</u>: David, Fred R., David, Forest R., David Meredith, Strategic Management. A competitive advantage approach, Concepts and Cases, 17<sup>th</sup> Edition, Pearson, 2020.</p>
Assessment	<p>Case study: 20%, Mid-term exam 20%</p> <p>Final Exam: 60%</p>
Language	English