



UNIVERSITI TEKNOLOGI MARA

ADS552: STRATEGIC MANAGEMENT

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| <b>Course Name (English)</b>  | STRATEGIC MANAGEMENT <b>APPROVED</b>  |
| <b>Course Code</b>  | ADS552  |
| <b>MQF Credit</b>   | 3   |
| <b>Course Description</b>   | This subject will provide students with an understanding of the concepts in strategic management and its importance in managerial decision making. By drawing on real-life examples and case studies, students will be able to examine the practice of strategic management in public and private sectors and evaluate its impact on organizational management  |
| <b>Teaching Methodologies</b>   | Lectures, Field Trip, Case Study, Presentation  |
| <b>CLO</b>  | CLO1 Analyze business situations and issues in an integrative manner<br>CLO2 Apply suitable techniques to identify strengths and weaknesses, opportunities and threats of organizations<br>CLO3 Consider strategic alternatives and choices given on organization's strengths- weaknesses- opportunities- threats<br>CLO4 Suggest strategies that would be useful to a firm as well as to suggest their implementation. |
| <b>Pre-Requisite Courses</b>  | No course recommendations   |
| <b>Topics</b>   |   |
| <b>1. Strategic Management</b><br>1.1) Definition of strategic management<br>1.2) An outline of the strategic management process<br>1.3) How does strategic management differ from other types of management<br>1.4) Why is strategic management crucial?   |   |
| <b>2. The Strategic Management Process</b><br>2.1) Components of the strategic management process<br>2.2) Three views of the strategic management process: rational planning, incrementalism and organizational learning.   |   |
| <b>3. Strategy Formulation</b><br>3.1) The fundamental elements of strategy<br>3.2) The hierarchy of strategic intent: vision, mission, goals, objectives<br>3.3) Two forms of strategy: intended strategies and realized strategies  |   |
| <b>4. Strategic Analysis (External Analysis)</b><br>4.1) The importance of external environment in shaping strategy<br>4.2) Frameworks for identifying what to analyze: the general environment and the competitive environment<br>4.3) Cooperation in a competitive environment: evolutionary economics and game theory<br>4.4) Processes for analysing the external environment: environmental scanning and scenario planning |   |
| <b>5. Strategic Analysis (Internal Analysis)</b><br>5.1) The importance of internal environment in shaping strategy<br>5.2) Frameworks for identifying what to assess<br>5.3) Methods of assessing internal strengths and weaknesses<br>5.4) Identifying appropriate comparison standards   |   |
| <b>6. Strategic Choices</b><br>6.1) Generic strategy alternatives<br>6.2) Strategy variations<br>6.3) Strategy choice   |   |

**7. Strategy Implementation**

- 7.1) Resources and structure needed for strategy implementation
- 7.2) Plan and policy implementation
- 7.3) Leadership implementation

**8. Implementing Strategy in Different Settings**

- 8.1) Corporate and business
- 8.2) Public and not-for-profit agencies
- 8.3) International setting

**9. Evaluation and Control of Strategy**

- 9.1) The control and evaluation process
- 9.2) The motivation to evaluate
- 9.3) Criteria for evaluation
- 9.4) Measuring and feedback
- 9.5) Corrective action

| Assessment Breakdown  | %      |
|-----------------------|--------|
| Continuous Assessment | 40.00% |
| Final Assessment      | 60.00% |

| Details of Continuous Assessment | Assessment Type | Assessment Description   | % of Total Mark | CLO                |
|----------------------------------|-----------------|--|-----------------|--------------------|
|                                  | Assignment      | Visit to organisation to prepare a report on the strategies used by particular organisation                                    | 5%              | CLO1 , CLO4        |
|                                  | Case Study      | Students are required to prepare the input and matches matrices in order to choose suitable strategies for the decision making | 10%             | CLO2 , CLO3 , CLO4 |
|                                  | Presentation    | Students are required to prepare video presentation  | 10%             | CLO1 , CLO2        |
|                                  | Test            | n/a  | 15%             | CLO1 , CLO2        |

| Reading List       | Recommended Text                                      | <ul style="list-style-type: none"> <li>• John H. Barnett, William D. Winstead 1989, <i>Strategic Management: Text and Concepts</i>, PWS-Kent Pub Co Boston</li> </ul>   |
|--------------------|---|---|
|                    | Reference Book Resources                              | <ul style="list-style-type: none"> <li>• Chartered Institute of Management Accountants 1995, <i>Strategic Management Accountancy and Marketing: CIMA practice and revision kit</i>, BPP Publishing London</li> <li>• John A. Pearce, II and Richards B. Robinson, Jr. 1988, <i>Strategic Management: Strategy formulation and Implementation</i>, Homewood, Ill: Irwin</li> <li>• Lloyd L. Byars, W. Rue and Shaker A. Zahra 1996, <i>Strategic Management</i>, Irwin Chicago</li> <li>• Alex Miller and Gregory G. Dess 1996, <i>Strategic Management</i>, Mc Graw-Hill New York</li> <li>• Nutt, P.C and Backoff, R.W. 1992, <i>Strategic Management of Public and Third Sector Organisation</i>, Josey Bass San Francisco</li> <li>• Peter Wright, Mark J. Kroll and John A. Parnell 1996, <i>Strategic Management: Concept and Cases</i>, Prentice Hall Englewood Cliffs, N. Jersey</li> <li>• Samuel C. Certo, J. Paul Peter 1990, <i>Strategic Management: A focus on process</i>, Mc Graw Hill New York</li> <li>• Thomas L. Wheelen and J. David Hunger 1995, <i>Strategic Management and Business Policy</i>, Reading, Mass, Addison-Wesley</li> </ul> |
| Article/Paper List | This Course does not have any article/paper resources |   |
| Other References   | This Course does not have any other resources         |   |