



College of Business and Economics
Department of Accounting and Finance

Course Number	Mgmt2142
Course Title	Strategic Management
Degree Program	BA Degree in Accounting and Finance
Module	Entrepreneurship and Strategy
Module Number and Code	M14; Mgmt-M2142
ETCTS Credits	3
Contact Hours (per week)	2
Course Objectives & Competences to be Acquired	<ul style="list-style-type: none"> • Know how to incorporate the claims of stakeholders in strategy formation, implementation evaluation and control • Understand meaning of strategy, levels at which strategy operates & strategic management process • Explain environment factors that affect strategy formation, implementation evaluation & control • Know their responsibilities and ethical requirements in corporate management etc. • Obtain skills in the management of corporate and enterprise strategy • Design policy and strategy in light of the poverty alleviation in Ethiopia
Course Description	<p>This course is devoted to identifying and describing the various strategies a company can pursue to achieve superior performance. Many of these strategies are generic – that is, they apply to all organizations, large or small, manufacturing or service, and profit seeking or not for profit. The central aim of this course is to give a thorough understanding of the analytical techniques and skills necessary to identify and exploit strategies successfully. Specifically, the course covers; the meaning & role of strategic management, nature of strategic management, strategy formulation & implementation, environmental scanning, understanding of corporate, competitive functional and operating level strategies, strategy implementation, evaluation and control and also social and ethical responsibilities of corporate management.</p>
Course Contents	
1. Introduction <ol style="list-style-type: none"> 1.1. Defining strategic management 1.2. Stages of strategic management 1.3. Key terms in strategic management 1.4. The strategic management approach 1.5. Benefits of strategic management 1.6. Business ethics and corporate social responsibility 	
2. Strategies in Action <ol style="list-style-type: none"> 2.1. Types of strategies 2.2. Guidelines for pursuing strategies 2.3. Michael Porter's generic strategies 	

3. The Business Mission 3.1. The importance of a clear mission 3.2. The nature of business mission 3.3. Components of a mission statement
4. External Environmental Analysis 4.1. The nature of external audit 4.2. Sources of external information 4.3. Forecasting tools and techniques 4.4. Competitive analysis: Porter's five forces model
5. Internal Environment Assessment 5.1. The nature of an internal audit 5.2. Relationship among the functional areas of business
6. Strategy Analysis and Choice 6.1. The nature of strategy analysis and choice 6.2. Long term objectives 6.3. A comprehensive strategy formulation 6.4. The decision stage 6.5. BSC model 6.6. The 7'S model
7. Strategy Review, Evaluation and Control 7.1. The nature of strategy evaluation 7.2. A strategy evaluation framework 7.3. Published sources of strategy evaluation information 7.4. Characteristics of An effective evaluation system 7.5. The contingency model 7.6. Strategic Control: Control Process 7.7. The nature of strategy implementation 7.8. Key concepts in strategy implementation
<u>Reference Books</u> <ul style="list-style-type: none">• Fred R. David, strategic management, sixth edition, Prentice Hall, New York, 1997• MCCarthy, Minichello& Curran Business policy and strategy, concepts and readings; Richard D. Irwin Inc.• Thompson, Jr& Strickland III; Strategic management, concepts and cases, Irwin McGraw-Hill.• Pearce II& Robinson Jr. Strategic management, strategy formulation and implementation; AITBS Publishers and distributors, Delhi.• AzharKazmi; Business policy and Strategic Management Tata McGraw- Hill publishing Co. Ltd.• George Luffman, Edward Lea, Stuart Sanseron&Barin Kenny; Strategic management, an analytical introduction; Blackwell Publishers Ltd.• FranisCheruilam; Business policy and strategic management; Himalaya publishing Houses.• David Asch & Cliff Bowman; Readings in Strategic management; The Macmillan press Ltds.• Fred R. David Strategy Management Prentice Hall, New Jersey six edition.• Wendy Robson strategic Management and information system, Pitman Publishing 1997.• Cliff Bowmen and David Asch Managing strategy Macmillan Business 1996.

- Peers/Robinson, strategic management and any other business policy and Strategy book can be used as a reference