

# Applied Strategic Management

## MBA Offer Holder Webinar

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4<sup>th</sup> June 2024

# Agenda

- Welcome and introduction
- Course aims and overview
- Assessment
- A sense of strategy



# Course Learning Philosophy

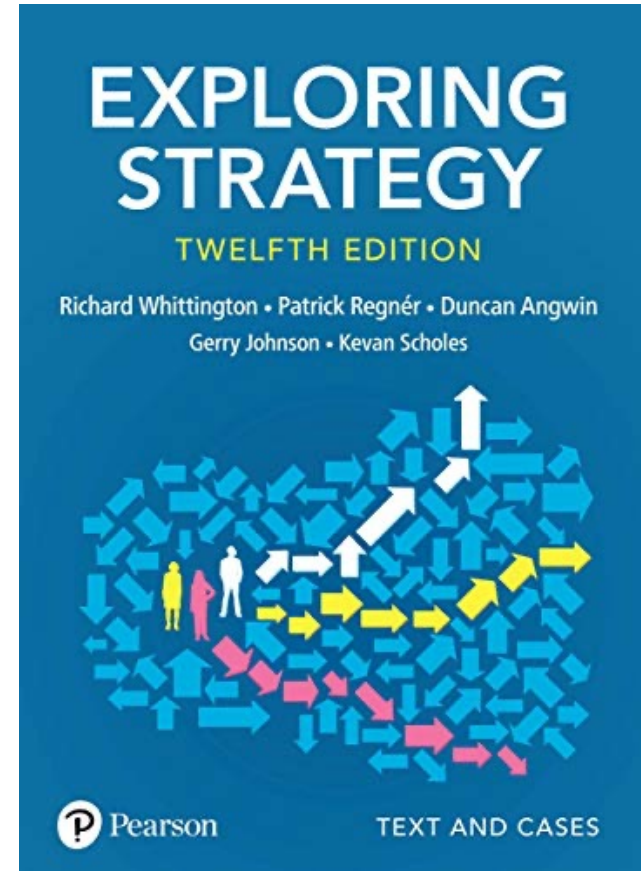


- The lectures, the practitioner insights, the readings, the class discussions...

...and you.

# Learning Material

- Core text
- Key journals and case studies
- Materials beyond the weekly assigned core text (see module handbook) will normally be made available on Learn Ultra on the Friday prior to the next week's lecture
- Students are required to read these materials **before** each lecture
- *\*Topic delivery may shift, usually due to incorporating guest speakers*



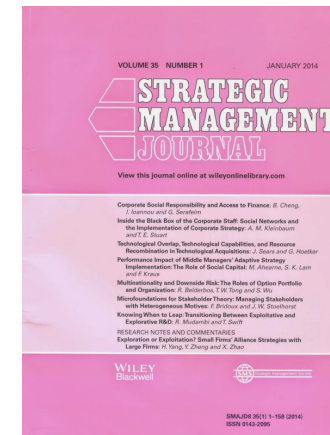
- Academy of Management Journal
- British Journal of Management
- Harvard Business Review
- Human Relations
- Journal of Change Management
- Journal of Management Inquiry
- Long Range Planning
- Organization Studies
- Strategic Management Journal
- Strategic Organization
- Sloan Management Review



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# Aims of the Course

- Integrates several management topics
- Combining business analysis with wider strategic considerations
- Examining the practices associated with strategic management and the roles that different strategy practitioners play
- Drawing upon 'real-life' practitioner experience to support your understanding of doing strategy work

# Assessment

- Individual Assignment (35%)
- Group Assignment (65%)



# Individual Assignment (35%)

What's expected in your formal 2,000-word paper:

## **A short (250 words) prologue to be completed after your first lecture**

The prologue is the opener to your paper. It sets the scene of where you are at the beginning of this module in terms of strategy, your level of perceived knowledge, exposure and practice as a strategic leader. In the prologue you need to establish what level of strategy knowledge and experience you have, i.e., as an implementer of strategy? Or are you the designer of strategy? Do you make the decisions in terms of strategy? How confident are you in strategy making/implementation/evaluation. Include what things you hope to learn in studying strategy.

## **A 1,750-word written reflexive paper tying together your learning (as evidenced and illustrated in your attached diary)**

Using your diary, and reflecting on your prologue, the second part of your paper must discuss and reflect on how your professional identity as a strategist is developing. To answer this part, you must ask this question of yourself:



# Individual Assignment (35%)

“What does it mean to be a good strategic manager, and what learning on this module allowed me to demonstrate that I can be one?”

This part of your paper will use up about 1,750 words. So, all up, with your prologue and your answer you will have 2,000 assessable words. The learning diary is in addition to this, must be submitted with your paper as an attachment, but not counted in the word count and NOT assessed (although your professor will read it to make sense of your 2,000 words). You are allowed and encouraged to also integrate visual data in your portfolio (as you might do in a scrapbook or leadership diary).

# Group Assignment (65%)

You are required to work as part of a strategy consultancy team on a specifically chosen organization to analyse their strategy through applying the perspectives, tools, and techniques covered in this module.

The choice of organization is at your own discretion – it can be governmental, commercial, professional, NGO, etc.

You should include an environmental analysis of the industry sector, a *critical* analysis of the organisation's internal capabilities, and *how* it chooses to compete. Based on these three-levels of analysis, you should form a clear view on what has influenced the selected organisation's success, lack of progress, or failure to date. The role of cultural and political factors should be incorporated into your analysis.

You should conclude by offering strategic options as to how the organisation should proceed in order to gain, re-gain, or sustain competitive advantage and / or survival.

# Group Assignment (65%)

- An executive summary (this is about a page long and not part of the word count), and contains a summary of the core aims, conduct, findings, recommendations, and conclusions of the strategic analysis
- An introduction to the project and the chosen organisation, with background to the issue/problem/opportunity, some relevant data and clear aims and objectives of the report (about 500 words)
- A literature review of scholarly research with a focus on the strategic issue/problem/opportunity under investigation (about 1,000 words)
- A methodology section describing what strategy tools you used and why (about 300 words)
- Findings from your analysis (about 1,000 words)
- Strategic recommendations (about 1,000 words)
- Conclusions (about 200 words), plus Reference List/Appendices

# Individual and Group Formatives

## Individual Formative

As part of the formative the module leader will arrange a class discussion mid-semester to answer any questions you may have about your diary and ensure your understanding of the task. In addition, students who wish to engage further can avail of extended office hours in the corresponding week. Of course, students can liaise with the professor on this assessment at any point should queries arise.

## Group Formative

Group presentation of progress on the group strategic report with the module leader. This will occur on Friday 15th March 2024.

# Introduction

- Defining strategy
- *Why* study strategy?
- *How* do we study it?
- Conceptualising strategy as 'planned' or 'emergent'



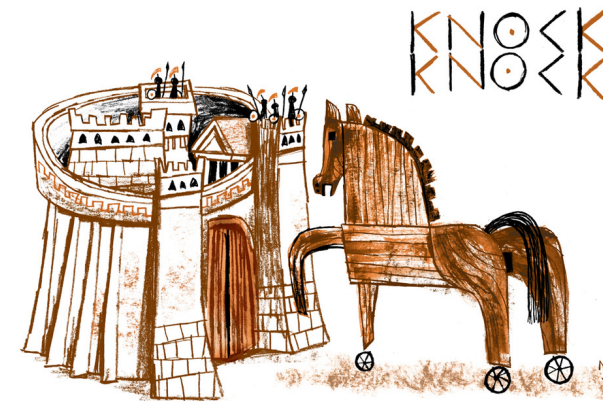
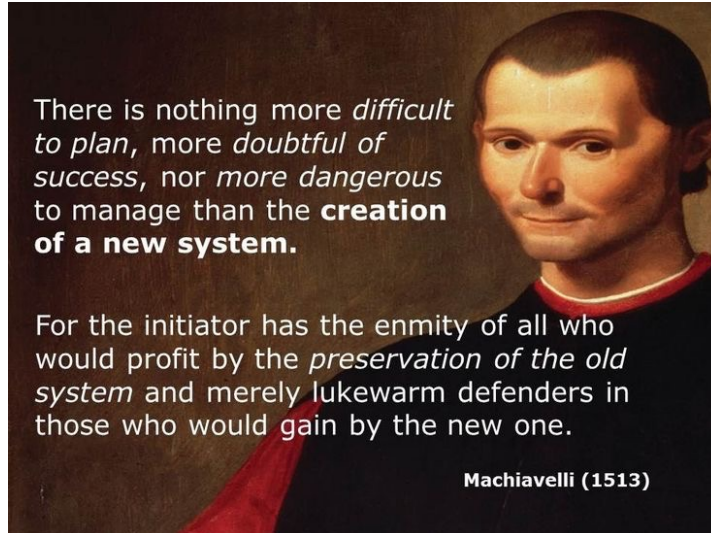
# Introduction

- Strategy considers how firms decide to position themselves in markets to compete with others
- Applying environmental and industry analysis
- Competitive advantage: getting there and staying there

# A Sense of Strategy?

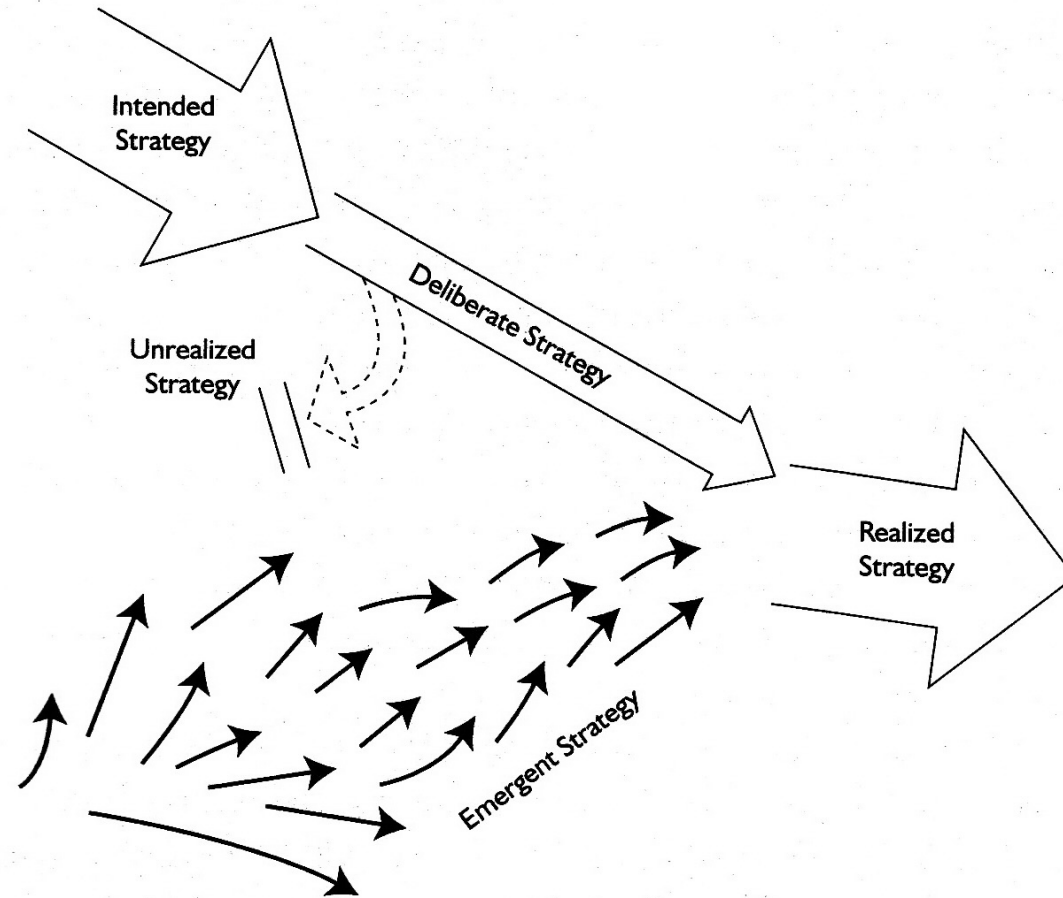


# A Sense of Strategy



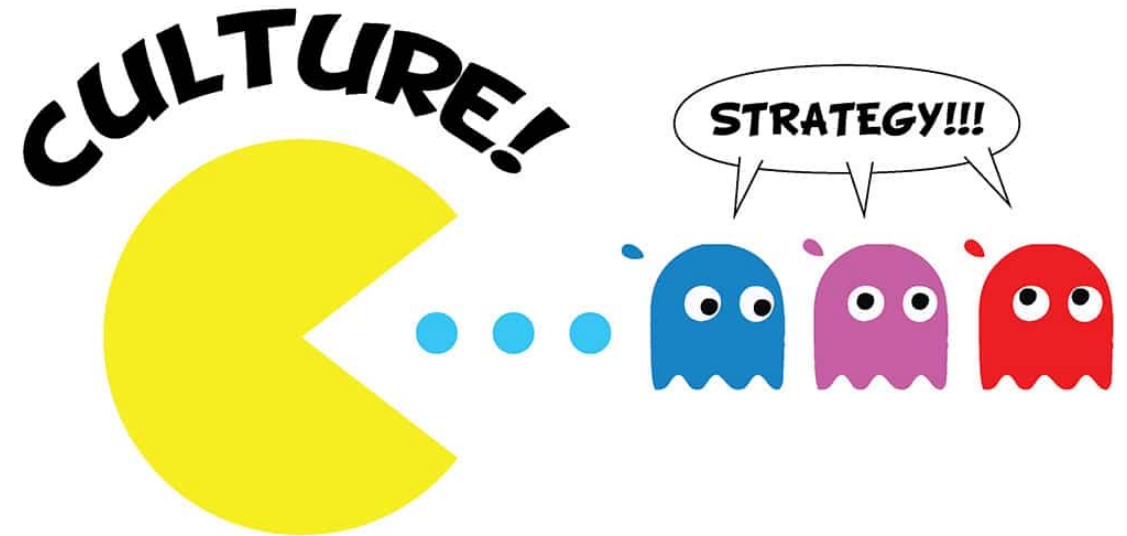


# Strategies Deliberate & Emergent (Mintzberg & Waters, 1985)



# On-going Debates in the Field

- Is strategy better characterized through formal planning, rationality, and design? Or is it more about learning and experimenting?
- Why do some organizations succeed, and others fail?
- Who can be considered 'a strategist'?
- What are the practices associated with doing strategy?



# Thank You!

