



**Undergraduate programmes**

**Syllabus**

## Business Management 3

**Module Code: BM303**  
**Credits: 20**  
**IMM GSM: Year Level: 3**  
**NQF Level: 7**  
**Nature: Core**  
**Status: Undergraduate**

### Module Specific Outcome/s

Understand an organisation's development and implementation of business strategy to ensure that the development and implementation of marketing strategy is congruent with the business strategy.  
Understand the strategic management process and the role of stakeholders.  
Discuss the nature of competitive advantage.  
Understand the concept of and different types of strategies that a business could select.  
Discuss the factors which should be considered when implementing a business strategy.

### Description of Units

Units	Description	Learning Outcomes
1	Introduction to Strategic Management	Discuss the concepts of strategy, competitive advantage, profitability, strategic planning, mission statement, scenario planning and strategic intent Explain the levels of strategic management. Describe the strategic planning process. Debate whether strategies can be formally planned at all times. Discuss how strategic leadership enables the development and implementation of strategy.
2	The nature of competitive advantage	Contrast the concepts of industries, sectors and market segments. Discuss the forces that shape competition in a company's industry environment. Explore the concept of strategic groups and mobility barriers. Consider the limitations of the Five Forces and Strategic Groups models. Examine the competitive changes that occur during the evolution of an industry. Discuss the impact of the macro-environment on industries. Review the impact of globalisation on competition within an industry. Consider the link between national context and competitive structure.
3	Strategies	Discuss how distinctive competencies give rise to competitive advantage. Explain the mechanism of the value chain and apply to a specific example. Describe how managers can use financial performance of a company to analyse competitive advantage and profitability. Evaluate the durability of competitive advantage. Discuss the reasons for corporate failure and how to avoid this.
4	Implementing strategy	Discuss the roots of competitive advantage. Explain how companies can achieve superior efficiency. Explain how companies can achieve superior quality. Explain how companies can achieve superior innovation. Explain how companies can achieve superior customer responsiveness.