**OYAM INSTITUTE OF SCIENCES AND TECHNOLOGY**
*Strive for Distinctiveness*
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# STRATEGIC MANAGEMENT MASTERY — FROM FIRST PRINCIPLES TO PROFESSIONAL PRACTICE

*OIST Online · Business · course outline*
Issued 22 November 2026

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| Level | **Advanced** |
| Duration | **10 weeks** |
| Weekly effort | **8–10 hours a week** |
| Content | **11 modules · 76 lessons · 36 h 44 min** |
| Format | **Online, self-paced** |
| Fee | **Free** |
| Certificate | **Certificate of Completion** |
| Instructor | **Eng. Emmanuel Ogwang, Senior Lecturer, Oyam Institute of Sciences and Technology** |

Found strategy confusing? Start here. Every framework rebuilt from first principles in plain English, with short videos, worked examples from Uganda, model answers to real strategy questions, quizzes and a capstone strategic plan, so you can analyse any organisation and answer any strategy question like a professional.

## WHAT YOU WILL LEARN

- Define strategy and strategic management using the main schools of thought, and distinguish corporate, business and functional strategy
- Compare deliberate (planned) and emergent strategy and judge the right balance for an organisation
- Analyse a macro environment with PESTLE and an industry with Porter's Five Forces and strategic groups
- Explain how each competitive force changes across the industry life cycle and choose a strategy for each stage
- Apply the Resource-Based View and VRIO to identify resources that give sustained competitive advantage
- Explain competitive advantage as value created, using perceived benefit, cost and residual value
- Choose between cost leadership, differentiation and focus, and use cost drivers and the value chain to deliver them
- Use the Delta Model to move a business from Best Product towards Total Customer Solutions and System Lock-In
- Evaluate corporate options: market penetration, development, diversification, horizontal and vertical integration, outsourcing and exit
- Decide between acquisition and internal development and anticipate the challenges of each
- Select an international entry mode and explain national competitiveness with Porter's Diamond

- Plan and lead strategic change using Lewin's model, force field analysis and an understanding of resistance and power
- Write clear, well-structured, professional answers to essay and case questions on strategy
- Prepare a complete strategic plan for a real organisation

## REQUIREMENTS

- No prior business study needed: the course starts from first principles
- A smartphone or computer with internet for the videos (about 1–2 GB in total)
- A notebook for practising written answers by hand
- About 8–10 hours a week

## ABOUT THIS COURSE

### Strategy, finally made clear

Most people meet strategic management as a pile of names: Porter, Barney, Hax, Ansoff, Mintzberg, Lewin. This course turns those names into one connected way of thinking. Each unit starts from a simple question a manager actually faces, builds the idea from first principles, shows it working in a real Ugandan organisation, and then gives you questions with full model answers so you can practise until you are fluent.

### How the course works

- Short videos from leading business educators, with a guide to what to watch for.
- Clear notes in plain English, with tables and diagrams you can revise from.
- A running case: Oyam Institute of Sciences and Technology (OIST), a growing private institute in northern Uganda, analysed with every framework.
- Model answers to essay and case questions, written the way a professional strategist would answer them.
- A quiz in every unit, a capstone strategic plan, and a final timed mastery assessment.

### What you will cover

1. What strategy is, its levels and how it is made
2. Reading the environment: PESTLE and Porter's Five Forces
3. The industry life cycle and how competition changes
4. The Resource-Based View: building advantage from the inside
5. Competing in a business: cost leadership, differentiation, focus and the value chain
6. The Delta Model: strategy built on customer bonding
7. Corporate strategy: growth, integration, diversification, acquisition and exit
8. Going global: entry modes and Porter's Diamond
9. Leading strategic change
10. Mastery clinic: answering any strategy question

### Acknowledgement

The course structure and much of the core content are adapted, with permission, from lecture notes on strategic management by Dr. Betty Nabuuma.

## COURSE CONTENT

### Module 1 · SM-U0 · Unit 0 — Start Here: The Big Map of Strategy

How the course works, the one-page map that connects every framework, how to study for mastery, and a diagnostic quiz.

| # | LESSON | TYPE | MINUTES |
|---|---|---|---|
| 1 | Start here · Welcome: strategy is a way of thinking, and you can master it | Reading | 10 |
| 2 | Start here · The big map: how every framework fits together | Reading | 20 |
| 3 | Start here · How to study for mastery and write strong answers | Reading | 15 |
| 4 | Start here · Watch: Michael Porter on competitive strategy | Video | 15 |
| 5 | Start here · Diagnostic quiz: where are you now? | Quiz | 10 |

### Module 2 · SM-U1 · Unit 1 — What Strategy Is and How It Is Made

Definitions of strategy (Chandler, Porter, Hax, Hamel and Prahalad, Mintzberg, Quinn), process, content and context, the three levels of strategy, and deliberate versus emergent strategy.

| # | LESSON | TYPE | MINUTES |
|---|---|---|---|
| 1 | Unit 1 · Overview | Reading | 3 |
| 2 | Unit 1 · Notes: What strategy is, from first principles | Reading | 35 |
| 3 | Unit 1 · Watch: The three levels of strategy | Video | 8 |
| 4 | Unit 1 · Notes: Deliberate and emergent strategy | Reading | 30 |
| 5 | Unit 1 · Watch: Deliberate versus emergent strategy | Video | 6 |
| 6 | Unit 1 · Practice questions with model answers | Reading | 40 |
| 7 | Unit 1 · Quiz | Quiz | 12 |

### Module 3 · SM-U2 · Unit 2 — Reading the Environment: PESTLE and the Five Forces

The industrial organisation (outside-in) view, dimensions of the environment, boundary spanners, PESTLE, Porter's Five Forces, barriers to entry, rivalry, buyer and supplier power, substitutes and strategic groups.

| # | LESSON | TYPE | MINUTES |
|---|---|---|---|
| 1 | Unit 2 · Overview | Reading | 3 |
| 2 | Unit 2 · Notes: The outside-in view and the macro environment | Reading | 30 |
| 3 | Unit 2 · Watch: PESTLE analysis with an example | Video | 8 |
| 4 | Unit 2 · Notes: Porter's Five Forces and strategic groups | Reading | 40 |
| 5 | Unit 2 · Watch: The five competitive forces that shape strategy | Video | 13 |
| 6 | Unit 2 · Watch: Five Forces explained with an example | Video | 8 |
| 7 | Unit 2 · Practice questions with model answers | Reading | 50 |
| 8 | Unit 2 · Quiz | Quiz | 15 |

### Module 4 · SM-U3 · Unit 3 — The Industry Life Cycle

Embryonic, growth, shake-out, maturity and decline: what happens at each stage, how each competitive force changes, and the strategies that work at each stage.

| # | LESSON | TYPE | MINUTES |
|---|---|---|---|
| 1 | Unit 3 · Overview | Reading | 3 |
| 2 | Unit 3 · Notes: The five stages and how competition changes | Reading | 40 |
| 3 | Unit 3 · Watch: The industry life cycle | Video | 10 |
| 4 | Unit 3 · Practice questions with model answers | Reading | 45 |
| 5 | Unit 3 · Quiz | Quiz | 12 |

### Module 5 · SM-U4 · Unit 4 — The Resource-Based View: Advantage from the Inside

Resources and capabilities, competitive advantage as value created, sustained advantage, Barney's attributes and VRIO, causes of low imitability, distinctive and core competences.

| # | LESSON | TYPE | MINUTES |
|---|---|---|---|
| 1 | Unit 4 · Overview | Reading | 3 |
| 2 | Unit 4 · Notes: Resources, value and competitive advantage | Reading | 35 |
| 3 | Unit 4 · Notes: VRIO, imitability and core competences | Reading | 40 |
| 4 | Unit 4 · Watch: The VRIO framework | Video | 8 |
| 5 | Unit 4 · Watch: Finding your core competencies | Video | 4 |
| 6 | Unit 4 · Practice questions with model answers | Reading | 50 |
| 7 | Unit 4 · Quiz | Quiz | 15 |

### Module 6 · SM-U5 · Unit 5 — Competing in a Business: Generic Strategies and the Value Chain

Defining the business, segmentation and offers, cost leadership and the cost drivers, differentiation, focus, and the value chain.

| # | LESSON | TYPE | MINUTES |
|---|---|---|---|
| 1 | Unit 5 · Overview | Reading | 3 |
| 2 | Unit 5 · Notes: Defining the business, customers and offers | Reading | 25 |
| 3 | Unit 5 · Notes: Cost leadership, differentiation, focus and the value chain | Reading | 45 |
| 4 | Unit 5 · Watch: Porter's generic strategies | Video | 6 |
| 5 | Unit 5 · Watch: Value chain analysis | Video | 8 |
| 6 | Unit 5 · Practice questions with model answers | Reading | 50 |
| 7 | Unit 5 · Quiz | Quiz | 15 |

### Module 7 · SM-U6 · Unit 6 — The Delta Model: Strategy Built on Customer Bonding

Best Product, Total Customer Solutions and System Lock-In; the bonding continuum; why firms stay at Best Product and how IT helps them move.

| # | LESSON | TYPE | MINUTES |
|---|---|---|---|
| 1 | Unit 6 · Overview | Reading | 3 |
| 2 | Unit 6 · Notes: The Delta Model from first principles | Reading | 40 |
| 3 | Unit 6 · Watch: Arnoldo Hax explains the Delta Model | Video | 6 |
| 4 | Unit 6 · Watch: Hax on corporate strategy | Video | 10 |
| 5 | Unit 6 · Practice questions with model answers | Reading | 40 |
| 6 | Unit 6 · Quiz | Quiz | 12 |

### Module 8 · SM-U7 · Unit 7 — Corporate Strategy: Growth, Integration and Exit

The Ansoff matrix, single business versus diversification, horizontal and vertical integration, alliances and outsourcing, acquisition versus internal development, and exit strategies.

| # | LESSON | TYPE | MINUTES |
|---|---|---|---|
| 1 | Unit 7 · Overview | Reading | 3 |
| 2 | Unit 7 · Notes: Directions for growth and diversification | Reading | 30 |
| 3 | Unit 7 · Watch: The Ansoff matrix | Video | 6 |
| 4 | Unit 7 · Notes: Integration, outsourcing, acquisition and exit | Reading | 40 |
| 5 | Unit 7 · Watch: Vertical integration, backward and forward | Video | 6 |
| 6 | Unit 7 · Watch: Advantages and drawbacks of vertical integration | Video | 6 |
| 7 | Unit 7 · Practice questions with model answers | Reading | 55 |
| 8 | Unit 7 · Quiz | Quiz | 15 |

### Module 9 · SM-U8 · Unit 8 — Going Global: Entry Modes and National Advantage

Drivers and advantages of globalisation, global versus multi-domestic strategy, entry modes and how to choose one, Porter's Diamond and culture.

| # | LESSON | TYPE | MINUTES |
|---|---|---|---|
| 1 | Unit 8 · Overview | Reading | 3 |
| 2 | Unit 8 · Notes: Global strategy and entry modes | Reading | 40 |
| 3 | Unit 8 · Watch: Entry strategies with real-world examples | Video | 12 |
| 4 | Unit 8 · Notes: Porter's Diamond and culture | Reading | 30 |
| 5 | Unit 8 · Watch: Porter's Diamond with real-world examples | Video | 12 |
| 6 | Unit 8 · Practice questions with model answers | Reading | 50 |

| # | LESSON | TYPE | MINUTES |
|---|---|---|---|
| 7 | Unit 8 · Quiz | Quiz | 12 |

### Module 10 · SM-U9 · Unit 9 — Leading Strategic Change

Triggers and areas of change, the change process, resistance and its causes, the people in change, Lewin's three steps, force field analysis, types of change, power bases, the cultural web and why change fails.

| # | LESSON | TYPE | MINUTES |
|---|---|---|---|
| 1 | Unit 9 · Overview | Reading | 3 |
| 2 | Unit 9 · Notes: Why change happens and why people resist it | Reading | 35 |
| 3 | Unit 9 · Watch: Resistance to change | Video | 6 |
| 4 | Unit 9 · Notes: Lewin, types of change, power and why change fails | Reading | 35 |
| 5 | Unit 9 · Watch: Lewin's unfreeze, change, refreeze | Video | 6 |
| 6 | Unit 9 · Practice questions with model answers | Reading | 45 |
| 7 | Unit 9 · Quiz | Quiz | 12 |

### Module 11 · SM-U10 · Unit 10 — Mastery Clinic and Capstone

How to answer any strategy question, a bank of essay and case questions with model answers, the capstone strategic plan, and the final timed mastery assessment.

| # | LESSON | TYPE | MINUTES |
|---|---|---|---|
| 1 | Unit 10 · Overview | Reading | 3 |
| 2 | Unit 10 · Worked example: a complete strategic plan for OIST | Reading | 40 |
| 3 | Unit 10 · Notes: Strategic control systems | Reading | 20 |
| 4 | Unit 10 · Question bank and quick-revision sheet | Reading | 30 |
| 5 | Unit 10 · Practice test: Section A answers made simple | Reading | 45 |
| 6 | Unit 10 · Practice test: Section B answers made simple | Reading | 50 |
| 7 | Unit 10 · Practice test: quick check | Quiz | 10 |
| 8 | Unit 10 · Capstone assignment: your strategic plan | Assignment / exam | 600 |
| 9 | Unit 10 · Final timed mastery assessment | Quiz | 45 |

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