

Applied Strategic Management

MBA Offer Holder Webinar

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Agenda

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



But First - Some Useful Resources



- Scholarships - business.scholarships@durham.ac.uk
- Colleges - colleges.postgrad@durham.ac.uk
- Programme team (relating changing module etc) - business.mbaadmin@durham.ac.uk
- General admissions, enquires - <https://www.durham.ac.uk/study/ask-us/>
- Full-time MBA Hub for programme details, FAQs - <https://www.durham.ac.uk/business/programmes/mba/full-time/your-durham-mba-full-time-hub/>

Course Learning Philosophy

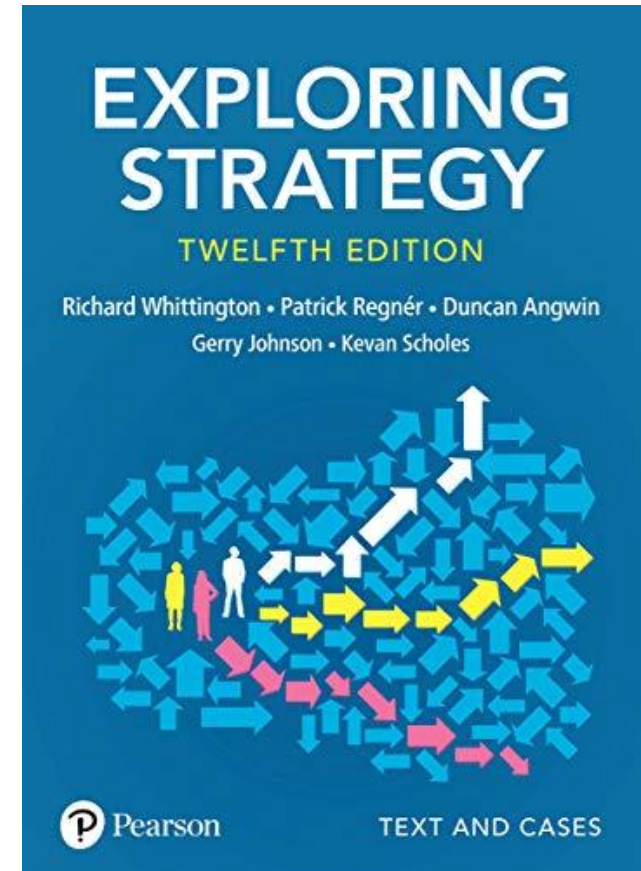


- The lectures, the practitioner insights, the readings, the class discussions...

...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



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



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?

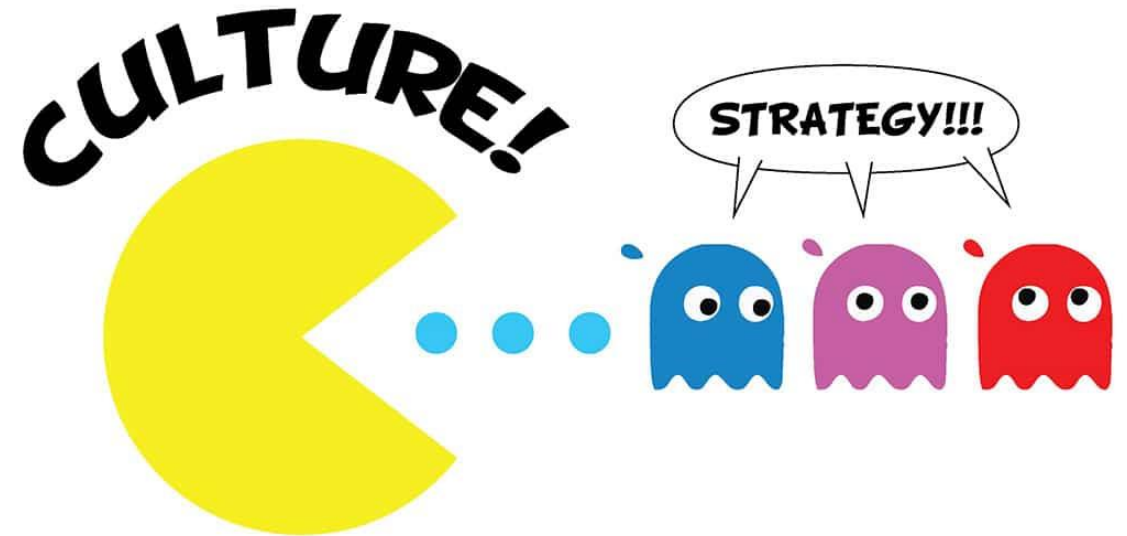


A Sense of Strategy



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?



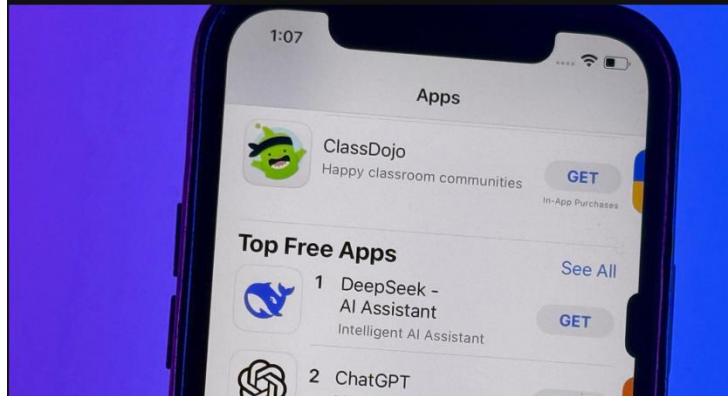
DeepSeek: Tech firm suffers biggest drop in US stock market history as low-cost Chinese AI company bites Silicon Valley

The emergence of DeepSeek's free assistant has placed big doubts over the US market's AI-driven rally of the past two years.



James Sillars
Business and economics reporter @SkyNewsBiz

Tuesday 28 January 2025 04:06, UK



B Bloomberg

AI-Fueled Stock Rally Dealt \$1 Trillion Blow by Chinese Upstart DeepSeek

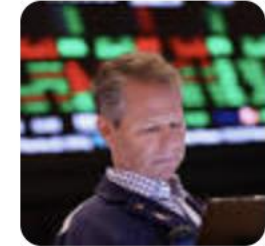
For the better part of two years, artificial intelligence technologies have been a nonstop gift for US equities investors.

11 hours ago

F Forbes

DeepSeek Panic Live Updates: Ultra-Rich Lose Billions, Nasdaq Paces To...

13 hours ago



CNN

A shocking Chinese AI advancement called DeepSeek is sending US stocks plunging

US stocks dropped sharply Monday — and chipmaker Nvidia lost nearly \$600 billion in market value — after a surprise advancement from a...

11 hours ago



 Reuters

DeepSeek sparks AI stock selloff; Nvidia posts record market-cap loss

8 hours ago



Gartner's Top Strategic Technology Trends 2025

2025 Top 10 Strategic Technology Trends



AI imperatives and risks

- Agentic AI
- AI Governance Platforms
- Disinformation Security



New frontiers of computing

- Post-Quantum Cryptography
- Ambient Invisible Intelligence
- Energy-Efficient Computing
- Hybrid Computing



Human-machine synergy

- Spatial Computing
- Polyfunctional Robots
- Neurological Enhancement

Source: Gartner
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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:

“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?”

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.

Thank You!