

Liverpool John Moores University

Title: THE AGILE ENTERPRISE
Status: Definitive
Code: **6059TECH** (105704)
Version Start Date: 01-08-2011

Owning School/Faculty: Engineering
Teaching School/Faculty: Engineering

Team	Leader
Kevin Bains-Johnston	Y

Academic Level: FHEQ6
Credit Value: 24.00
Total Delivered Hours: 74.00
Total Learning Hours: 240
Private Study: 166

Delivery Options

Course typically offered: Standard Year Long

Component	Contact Hours
Lecture	48.000
Tutorial	24.000

Grading Basis: 40 %

Assessment Details

Category	Short Description	Description	Weighting (%)	Exam Duration
Essay	AS1	Courswork: report	50.0	
Exam	AS2	Exam	50.0	2.00

Aims

This module will build an appreciation of the nature and importance of organisational agility in a fast-moving business environment and develop the ability to apply relevant models and techniques to strategic analysis, choice and implementation. Central to a successful strategy must be a strategic marketing perspective that ensure the markets it chooses to operate in and the products and services the firm offers to those markets are appropriate now and in the future. The significance of organisational culture and structure in the ability of an organisation to adapt and change is also explored.

Learning Outcomes

After completing the module the student should be able to:

- 1 Explore the internal and external organisational environments as the context of strategic decision making.
- 2 Discuss the process through which strategic decisions are taken.
- 3 Relate marketing activities to decision-making at higher levels and deduce the strategic rationale behind strategic marketing decisions
- 4 Discuss cultural and structural factors affecting organisational agility and responsiveness to change.

Learning Outcomes of Assessments

The assessment item list is assessed via the learning outcomes listed:

CW	1	3
EXAM	2	4

Outline Syllabus

The nature of strategy, change and adaption, agility

Environmental analysis:

macro-environmental analysis; the competitive environment; the market environment;

Internal audit :

Value drivers, cost drivers, strategic posture, generic strategies, portfolio analysis, resource analysis; value chain analysis; core competencies

Strategic options and choice :

TOWS, Ansoff, acquisition, strategic alliances

Strategy implementation:

hierarchy of objectives; mission statements; internal marketing

organisational culture for agility, intrapreneurship, organisational behaviour, change management

organisational structure, outsourcing, virtual organisations

Strategic Marketing :

Positioning, branding, Integrated Marketing Communications, semiotics

Marketing and innovation: product and technology life cycles; new product development; managing the mix through the product life cycle

Learning Activities

The module will be delivered via lectures supported by tutorial activity. Videos, guest speakers and company visits will be used where appropriate. Additional reading will be prescribed to develop depth of knowledge and understanding of selected topics

References

Course Material	Book
Author	Aaker, D. and McLoughlin, D
Publishing Year	2007
Title	Strategic Marketing Management (European Ed)
Subtitle	
Edition	
Publisher	Wiley
ISBN	

Course Material	Book
Author	Doz, Y and Kosonen
Publishing Year	2007
Title	Fast Strategy : how strategic agility will help you stay ahead of the game,
Subtitle	
Edition	
Publisher	Wharton School Publishing
ISBN	

Course Material	Book
Author	Pal, N. and Pantaleo, D
Publishing Year	2005
Title	The Agile Enterprise : reinventing your organisation for an on-demand world,
Subtitle	
Edition	
Publisher	Springer-Verlag
ISBN	

Course Material	Book
Author	Senior, B.
Publishing Year	2001
Title	Change Management
Subtitle	
Edition	
Publisher	FT-Prentice-Hall
ISBN	

Course Material	Book
Author	Mullins. L.
Publishing Year	2007
Title	Management and Organisational Behaviour
Subtitle	

Edition	
Publisher	FT-Prentice-Hall
ISBN	

Course Material	Book
Author	Johnson G, Scholes K
Publishing Year	2003
Title	Exploring Corporate Strategy
Subtitle	
Edition	
Publisher	FT-Prentice Hall
ISBN	

Course Material	Book
Author	Sanchez, R., A. Heene
Publishing Year	2003
Title	The New Strategic Management: : Organization, Competition, and Competence
Subtitle	
Edition	
Publisher	Wiley
ISBN	

Course Material	Book
Author	• Smith, P.R. Berry, C., Pulford, A.
Publishing Year	1999
Title	Strategic Marketing Communications
Subtitle	
Edition	
Publisher	Kogan Page
ISBN	

Notes

The business environment today is one of great turbulence – waves of change resulting from technology innovation and globalisation, economic and environmental shocks – that seems only to happen ever faster. Great corporations that used to dominate markets fail, corporate brands become old fashioned and skills become obsolete. This module explores the paradox firms face as they need to develop world-class skills and reputation but at the same time be able to move on quickly both in terms of products and services and also image and identity. Answers are found in the fields of change and knowledge management, outsourcing and partnering and repositioning.