

Liverpool John Moores University

Title: Strategic Management
Status: Definitive
Code: **6106MECH** (121316)
Version Start Date: 01-08-2021

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

Team	Leader
Sean Loughney	Y
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Academic Level: FHEQ6
Credit Value: 20
Total Delivered Hours: 35
Total Learning Hours: 200
Private Study: 165

Delivery Options

Course typically offered: Semester 2

Component	Contact Hours
Lecture	20
Online	10
Tutorial	3

Grading Basis: 40 %

Assessment Details

Category	Short Description	Description	Weighting (%)	Exam Duration
Exam	AS2	Examination	60	2
Report	AS1	Report 2500 words	40	

Aims

To critically appraise strategic management theory and practice and to strategically apply relevant marketing theories, models, concepts and techniques to a range of appropriate case studies. As well as develop an understanding of the nature of strategy formulation and implementation through an analysis of current management strategies.

Learning Outcomes

After completing the module the student should be able to:

- 1 Use conceptual models to develop business strategies.
- 2 Appraise the process through which strategic decisions are taken and the range of factors which inform that process.
- 3 Critically examine the nature and process of implementing strategy and its role within organisational and physical asset management.
- 4 Evaluate current developments in international and global management strategies.

Learning Outcomes of Assessments

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

Examination	1	2	3	4
Report 2500 words	1	4		

Outline Syllabus

Introduction to the Strategic Process:

Sources of Strategy – planning approach; competitive positioning approach; emergent or learning approach; core competence approach.

Strategic Decision Levels – Corporate; Business; Operational. Strategic Frameworks – Porter; resource-based view.

Strategic Objectives - Market standing; Innovation; Human Resources; Financial; vision, values and culture.

Physical Resources; Social Responsibility. Internal Analysis:

The Business Organisation – Resources, competences and core competences; value-adding activities.

Products and Markets – Market definition; market segmentation; Kotler's 5 levels of product benefits; New product development.

External Analysis:

Macro Environmental Analysis – PEST/STEP Analyses

Competitive Environment Analysis – Industry –Porter's Five Forces; Resource based approach; strategic group and competitor analysis; industry and market critical success factors.

Strategic Formulation:

Strategic thinking – rational and generative;

Strategy formulation – intended strategy and planning vs emergent strategy and incrementalism; (Business Level) – generic competitive strategies; Elements of Strategic Implementation; Objectives and performance measures.

Corporate Level Strategy – growth strategies and diversification.

Marketing and Competitive Advantage. Strategic Implementation and Management:

Organisational Structures – entrepreneurial, functional, divisional, matrix, network; Organisational Processes; Strategic Control Systems; Managing strategic change. Leadership and Management - The learning organisation; Emotional intelligence; good v bad leadership/management
Asset Management introduction – Physical assets; CapEx; Purchase/lease/hire; OpEx; Linking good asset management with good corporate and organisational strategy/policy.
Risk-based management – Formal Safety Assessment; Criticality analysis.

Learning Activities

Integrated series of formal lectures, blended learning, and tutorials utilising a range of case studies.

Notes

This module will provide the students with an understanding of strategy formulation and implementation, introducing techniques for internal and external analysis through to applying appropriate models of strategy formulation. Students will also consider the international dimension as well as the stockholder vs stakeholder position.