

Liverpool John Moores University

Title: Strategic Management
Status: Definitive
Code: **6106SBC** (124880)
Version Start Date: 01-08-2020

Owning School/Faculty: Engineering
Teaching School/Faculty: The Sino-British College

| Team | Leader |
|-----------------|--------|
| Ben Matellini | Y |
| Russell English | |

Academic Level: FHEQ6 **Credit Value:** 20 **Total Delivered Hours:** 68
Total Learning Hours: 200 **Private Study:** 132

Delivery Options

Course typically offered: Semester 1

| Component | Contact Hours |
|-----------|---------------|
| Lecture | 44 |
| Tutorial | 22 |

Grading Basis: 40 %

Assessment Details

| Category | Short Description | Description | Weighting (%) | Exam Duration |
|----------|-------------------|-------------------|---------------|---------------|
| Exam | AS1 | Examination | 70 | 2 |
| Report | AS2 | Case Study Report | 30 | |

Aims

To enable students to develop an understanding of the nature of strategy formulation and implementation through an analysis of the debates and issues in current management strategies discourse

Learning Outcomes

After completing the module the student should be able to:

- 1 Have developed knowledge and understanding of key issues relating to strategic management and the process of strategy making.
- 2 Demonstrate an understanding of key techniques of analysis of the internal and external business environment.
- 3 Comprehend and engage with theories/frameworks and key debates within strategic implementation and management.
- 4 Demonstrate understanding of current developments in international and global strategies.
- 5 Display an awareness of the implications of the business's relationship with stockholders and stakeholders in wider society

Learning Outcomes of Assessments

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

| | | | | | |
|-------------------|---|---|---|---|---|
| Examination | 1 | 2 | 3 | 4 | 5 |
| Case study report | 4 | 5 | | | |

Outline Syllabus

Introduction to the Strategic Process

Strategy Definition – Mintzberg's 5Ps; elements of strategy; Chander's 3 component definition.

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

Strategic Decision Levels – Corporate; Business; Operational; Congruency and fit.

Strategic Frameworks – Porter; resource-based view; Delta model.

Strategic Objectives - Market standing; Innovation; Human Resources; Financial; Physical Resources; Social Responsibility.

Internal Analysis

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

Human Resources and Culture – Human Resources Audits; Organisational Cultural Determinants and Cultural Typologies – Handy; Miles and Snow.

Financial Analysis – longitudinal; cross-sectional; ratio analysis. Limitations of financial analysis.

Products and Markets – Market definition; market segmentation; Kotler's 5 levels of product benefits; Copeland's product typology and strategy; New product development; Product portfolio theory –

External Analysis

Macro Environmental Analysis – PESTLE / SPENT 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; Strategic Formulation (Business Level) – generic competitive strategies; Elements of Strategic Implementation; Objectives and performance measures. Corporate Level Strategy – growth strategies and diversification. Portfolio Analysis - BSG matrix and Composite Portfolio matrix.

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; Leadership, vision, values and culture.

International and Global Strategies.

Globalisation or Localisation; Globalisation Framework; Types of International Strategy – Multi-domestic strategy, Global strategy, International Strategy, Transnational Strategy. Entry Mode Strategies – exporting, licensing, franchising, joint ventures and strategic alliances, wholly owned subsidiaries. Porter's diamond of competitive advantage.

Social Responsibility and Business Ethics

Stockholder vs Stakeholder position; Stakeholder Relationship – Donaldson and Preston's Framework, Instrumental view of stakeholders, Normative view of stakeholders; Modified Mission Statements; Ethical Codes of Conduct; Corporate Social Reporting; Social Accounts.

Learning Activities

Lectures, tutorials

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.