

## Liverpool John Moores University

Title: Strategic Management  
Status: Definitive  
Code: **6108MAR** (121832)  
Version Start Date: 01-08-2021

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

Team	Leader
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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
Report	AS1	Report 2000 words	40	
Exam	AS2	2 hour exam	60	2

### 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:

Report 2500 words	1	4		
Examination	1	2	3	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 and tutorials utilising a range of case studies.

## **Notes**

Application of strategic management theory to appropriate case studies.