

Liverpool John Moores University

Title: BUSINESS STRATEGY
Status: Definitive
Code: **6500CP** (103584)
Version Start Date: 01-08-2013

Owning School/Faculty: Arts, Professional and Social Studies
Teaching School/Faculty: Dublin Business School

Team	Leader
Alistair Beere	Y

Academic Level: FHEQ6
Credit Value: 24.00
Total Delivered Hours: 77.00
Total Learning Hours: 240
Private Study: 163

Delivery Options

Course typically offered: Standard Year Long

Component	Contact Hours
Lecture	50.000
Tutorial	25.000

Grading Basis: 40 %

Assessment Details

Category	Short Description	Description	Weighting (%)	Exam Duration
Essay	AS1	Group Assignment	50.0	
Exam	AS2	Examination	50.0	2.00

Aims

To develop learners' understanding of the importance of strategy to the success of organisations.

To equip learners to evaluate and review relevant theories, concepts, frameworks, models, planning systems, policies, best practices and key issues in the field of strategic management.

To develop the diagnostic and analytical skills of learners in the formulation and application, of strategy in organisations.

To provide learners with an in-depth understanding of the role of the strategist within interdisciplinary teams.

Learning Outcomes

After completing the module the student should be able to:

- 1 Interpret the findings of level specific analytical tools when applied to a specific business situation.
- 2 Assess the strategic position of organisations in a variety of organisational contexts.
- 3 Evaluate the resulting strategic choices available to organisations (domestically and internationally).
- 4 Determine how organisations implement their strategic choices efficiently and effectively, thus generating competitive advantage.
- 5 Evaluate the effectiveness of organisational strategy, addressing strategic and performance gaps where they arise.

Learning Outcomes of Assessments

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

GROUP	1	2	3	4	
ASSIGNMENT					
EXAM	1	2	3	4	5

Outline Syllabus

1. *Introducing Strategy What is Strategy?, Working with Strategy, The Exploring Strategy Model, The strategy lenses*
2. *Strategy Development Processes Intended development strategy, Emergent strategy development, Implications & challenges for managing strategy development*
3. *The Strategic Position: The Environment, The macro-environment (PESTEL & Building scenarios), Industries and sectors (Competitive forces; 5 forces framework & The dynamics of industry structure), Competitors and markets, Opportunities & Threats*
4. *The Strategic Position: Strategic Capabilities Foundations of strategic capability, VRIN strategic capabilities as a basis of competitive advantage, Diagnosing strategic capabilities, Managing Strategic capabilities*
5. *Strategic Choices: Business Strategy; Selection and Justification of appropriate Information Systems Strategies; Identifying SBUs, Generic competitive strategies, Interactive Strategies*
6. *Strategic Choices: Corporate Strategy & Diversification Strategy directions, diversification drivers, Diversification & performance, Vertical Integration, Value creation & the corporate patent, Portfolio matrices*
7. *Strategic Purpose Organisational purpose, Corporate Governance, Social Responsibility & ethics, Stakeholder expectations.*
8. *Culture & Strategy Strategic Drift, Why is History important?, What is culture and why it is important*
9. *International Strategy Internationalisation drivers, Geographic sources of*

advantage, International strategies, Market selection & entry, Internationalisation & performance, Roles in an international portfolio.

10. Innovation, Entrepreneurship & Change Innovation dilemmas, Innovation diffusion, Innovators and followers, Entrepreneurship & relationships, diagnosing the change context, Leading strategic change, Levers for managing strategic change

11. Mergers, acquisitions & Alliances Organic development, Mergers & acquisitions, strategic alliances and organic development.

12. Evaluating Strategies; Suitability, Acceptability, Feasibility, Evaluation criteria.

Learning Activities

Lectures and tutorials.

References

Course Material	Book
Author	Johnson, G., Scholes, K., & Whittington, R.
Publishing Year	2011
Title	Exploring Corporate Strategy
Subtitle	Text and Cases
Edition	9th
Publisher	Financial Times/Prentice Hall
ISBN	

Course Material	Book
Author	Wheelan, T L and Hunger, J D
Publishing Year	2011
Title	Strategic Management and Business Policy
Subtitle	
Edition	13th
Publisher	Prentice Hall, London
ISBN	

Course Material	Book
Author	David, F
Publishing Year	2012
Title	Strategic Management
Subtitle	Concepts and cases
Edition	14th
Publisher	Prentice Hall, London
ISBN	

Course Material	Book
Author	Gallagher, G.
Publishing Year	2011
Title	Corporate Strategy for Irish Companies

Subtitle	
Edition	2nd
Publisher	ICAI
ISBN	

Course Material	Book
Author	Barney, J., & Hesterly, W.
Publishing Year	2011
Title	Strategic Management and Competitive Advantage
Subtitle	
Edition	4th
Publisher	Pearson
ISBN	

Notes

Learners will be provided with the knowledge, skills, concepts and tools necessary to understand, and respond to, the increasingly complex, global, volatile, and dynamic context in which organisational strategy formulation and development take place today. This module will conduct a detailed study of the nature of strategy content, and of strategic processes, in a variety of organisational/industry settings designed to equip learners for further study at post-graduate level and for future career development.