

## Liverpool John Moores University

Title: STRATEGIC MANAGEMENT  
Status: Definitive  
Code: **7500KFMAG** (107579)  
Version Start Date: 01-08-2011

Owning School/Faculty: Liverpool Business School  
Teaching School/Faculty: Kaplan Financial Manchester

| Team         | Leader |
|--------------|--------|
| Lindsey Muir | Y      |

**Academic Level:** FHEQ7  
**Credit Value:** 15.00  
**Total Delivered Hours:** 39.00  
**Total Learning Hours:** 150  
**Private Study:** 111

### Delivery Options

Course typically offered: Runs Twice - S1 & S2

| Component | Contact Hours |
|-----------|---------------|
| Lecture   | 12.000        |
| Workshop  | 24.000        |

**Grading Basis:** 40 %

### Assessment Details

| Category | Short Description | Description            | Weighting (%) | Exam Duration |
|----------|-------------------|------------------------|---------------|---------------|
| Essay    | AS1               | Individual coursework  | 50.0          |               |
| Exam     | AS2               | Case based examination | 50.0          | 3.00          |

### Aims

*To introduce students to the strategy process in a range of organisational contexts.*

### Learning Outcomes

After completing the module the student should be able to:

- 1 Explain and use a range of strategic decision making models.

- 2 Use a range of strategic choice frameworks used to generate and evaluate an organisation's strategic options.
- 3 Develop plans for the implementation of strategies that show understanding of the cultural, structural and behavioural issues involved in successful change.

### Learning Outcomes of Assessments

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

|       |   |   |   |
|-------|---|---|---|
| Essay | 1 |   |   |
| EXAM  | 1 | 2 | 3 |

### Outline Syllabus

*The nature and scope of strategic management in different organisational contexts and its historical development.*

*Review a range of strategic decision making styles, eg. cultural, planning, command, incrementalist.*

*Role of market positions and resource capability in delivering competitive advantage. Competitor and market analysis techniques.*

*Strategic capability analysis.*

*Sources and sustainability of competitive advantage.*

*Implementation of strategic change.*

### Learning Activities

Combination of workshops, mini lectures and seminars.

### References

|                        |   |
|------------------------|---|
| <b>Course Material</b> | Book                                      |
| <b>Author</b>          | Johnson, G, Scholes, K and Whittington, R |
| <b>Publishing Year</b> | 2008                                      |
| <b>Title</b>           | Exploring Corporate Strategy              |
| <b>Subtitle</b>        |   |
| <b>Edition</b>         | 8th edition                               |
| <b>Publisher</b>       | FT Prentice Hall                          |
| <b>ISBN</b>            |   |

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|------------------------|---------------------------|
| <b>Course Material</b> | Book                      |
| <b>Author</b>          | DeWit, B and Meyer, R     |
| <b>Publishing Year</b> | 2004                      |
| <b>Title</b>           | Strategy                  |
| <b>Subtitle</b>        | process, content, context |

|                  |             |
|------------------|-------------|
| <b>Edition</b>   | 3rd edition |
| <b>Publisher</b> | Thomson     |
| <b>ISBN</b>      |             |

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| <b>Course Material</b> | Book   |
| <b>Author</b>          | Mintzberg, H, Lampel, J, Quinn, J B and Ghoshal, S |
| <b>Publishing Year</b> | 2003   |
| <b>Title</b>           | The Strategy Process                               |
| <b>Subtitle</b>        |  |
| <b>Edition</b>         | 4th edition  |
| <b>Publisher</b>       | Prentice Hall                                      |
| <b>ISBN</b>            |  |

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| <b>Course Material</b> | Book   |
| <b>Author</b>          | Baker, D   |
| <b>Publishing Year</b> | 2007   |
| <b>Title</b>           | Strategic Change Management in Public Sector Organisations |
| <b>Subtitle</b>        |  |
| <b>Edition</b>         |  |
| <b>Publisher</b>       | Oxford, Chandos Publishing                                 |
| <b>ISBN</b>            |  |

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| <b>Course Material</b> | Book                           |
| <b>Author</b>          | Grant, R M                     |
| <b>Publishing Year</b> | 2007                           |
| <b>Title</b>           | Contemporary Strategy Analysis |
| <b>Subtitle</b>        |                                |
| <b>Edition</b>         | 6th edition                    |
| <b>Publisher</b>       | Blackwell Publishers           |
| <b>ISBN</b>            |                                |

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| <b>Course Material</b> | Book                   |
| <b>Author</b>          | Hill, C W L            |
| <b>Publishing Year</b> | 2007                   |
| <b>Title</b>           | Strategic Management   |
| <b>Subtitle</b>        | An Integrated Approach |
| <b>Edition</b>         |                        |
| <b>Publisher</b>       | Houghton Mifflin       |
| <b>ISBN</b>            |                        |

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|------------------------|------------------------|
| <b>Course Material</b> | Book                   |
| <b>Author</b>          | Crane, A and Matten, D |
| <b>Publishing Year</b> | 2007                   |
| <b>Title</b>           | Business Ethics        |
| <b>Subtitle</b>        |                        |
| <b>Edition</b>         |                        |

|                  |                         |
|------------------|-------------------------|
| <b>Publisher</b> | Oxford University Press |
| <b>ISBN</b>      |                         |

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| <b>Course Material</b> | Book   |
| <b>Author</b>          | Dicken, P  |
| <b>Publishing Year</b> | 2007   |
| <b>Title</b>           | Global Shift                                       |
| <b>Subtitle</b>        | Mapping the Changing Contours of the World Economy |
| <b>Edition</b>         | 5th edition  |
| <b>Publisher</b>       | SAGE London  |
| <b>ISBN</b>            |  |

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|------------------------|------------------------------|
| <b>Course Material</b> | Book                         |
| <b>Author</b>          | Trevino, L K and Nelson, K A |
| <b>Publishing Year</b> | 2004                         |
| <b>Title</b>           | Managing Business Ethics     |
| <b>Subtitle</b>        |                              |
| <b>Edition</b>         |                              |
| <b>Publisher</b>       | John Wiley & Sons            |
| <b>ISBN</b>            |                              |

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## Notes

Introduction to the strategy process; tools and techniques used within this discipline; contextual differences which affect strategic decision making in particular organisations.

Coursework will be assessed and returned to the students in advance of the examination, consequently feedback can be given during the module.