

Liverpool John Moores University

Title: Strategic Management
Status: Definitive
Code: **7505BUSSM** (118788)
Version Start Date: 01-08-2011

Owning School/Faculty: Liverpool Business School
Teaching School/Faculty: Dublin Business School

Team	Leader
Alistair Beere	Y

Academic Level: FHEQ7
Credit Value: 15.00
Total Delivered Hours: 48.00
Total Learning Hours: 150
Private Study: 102

Delivery Options

Course typically offered: Semester 1

Component	Contact Hours
Lecture	36.000
Tutorial	12.000

Grading Basis: 40 %

Assessment Details

Category	Short Description	Description	Weighting (%)	Exam Duration
Dissertation	Project	2 x Projects of 50% each	100.0	

Aims

- 1. To develop critical awareness of the importance of strategy to the success of organisations trading in an increasingly dynamic and globalised marketplace*
- 2. To critically evaluate and review relevant theories, concepts, frameworks, models, planning systems, policies, practices and key issues in the field of strategic management*
- 3. To develop the diagnostic and analytical skills of students in the formulation and implementation of strategy in a variety of organisational contexts, including*

evaluation of ethical and corporate social responsibility issues and awareness of the effectiveness of consulting interventions in strategy cases.

Learning Outcomes

After completing the module the student should be able to:

- 1 Critically evaluate the underlying basis of organisational strategy, including its ethical and corporate social responsibility aspects
- 2 Critically evaluate the strategic position of organisations in a variety of organisational contexts and evaluate the strategic choices available to organisations using a suitable combination of relevant analysis tools (qualitative and quantitative)
- 3 Discuss how organisations can go about implementing their strategic choices effectively and efficiently so as to generate the maximum degree of competitive advantage
- 4 Evaluate and redesign business structures and processes to implement and support strategy and to integrate appropriate Information and Communications Technology (ICT) solutions to support strategy formulation and implementation
- 5 Apply project management principles/techniques to enable the implementation of key aspects of strategy
- 6 Review and evaluate the effectiveness of strategy, and assess the need for corrective action to address strategic and performance gaps

Learning Outcomes of Assessments

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

Project	1	2	3	4	5	6
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Outline Syllabus

1.Key strategic management theories, concepts, frameworks, models, and issues

a.Nature of Management and Strategy

b.Approaches to Strategic Management

c.Strategy Formulation and Implementation

d.Strategy Content and Processes

e.Models of the Strategic Management Process

f.Strategic Purpose and Stakeholder Expectations

g.Relationship of Organisational Culture, Ethics, and Corporate Social Responsibility to Strategy

2.Strategic Positioning

a.Environmental Scanning

b.External Analysis: Macro (Societal) and Micro (Industry)

c.Analysis of Internal Strategic Capability

3.Generating and Evaluating Strategic Choices

a.Directions for Growth and Corporate Level Strategy

b.Business Level Strategy

- c. *International Strategy*
- d. *Innovation and Entrepreneurship*
- e. *Strategy Methods and Evaluation of Strategic Choices*

4. *Strategy Implementation*

- a. *The Role of Information & Communications Technology*
- b. *Managing Strategic Change*
- c. *Organisation Structure, and Resourcing Strategies*

5. *Strategy Review, Evaluation, and Control*

6. *Analysing Strategy Cases*

7. *The Role of Management Consultants in Strategic Management (Internal and external)*

8. *Contemporary Developments/Issues*

9. *Incorporation of Student learning from Module into the Student's Research Dissertation and Personal/Professional Development Processes.*

Learning Activities

The principal learning activities on the module will be:

- Lecture and interactive participation
- Discussion of strategic management concepts, theories, frameworks, models, and contemporary trends/issues
- Case studies/projects
- Strategic role-play exercises
- Strategy workshops and seminars
- Primary and secondary research activities
- Reflection by students on their learning experiences.

References

Course Material	Book
Author	Johnson, G., Scholes, K., & Whittington, R.
Publishing Year	2010
Title	Exploring Corporate Strategy: Text and Cases
Subtitle	
Edition	9
Publisher	Financial Times/Prentice Hall
ISBN	

Course Material	Book
Author	Czerniawska, F., & May, P.,
Publishing Year	2004
Title	Management Consulting in Practice: Award-Winning International Case Studies
Subtitle	
Edition	1
Publisher	MCA, UK
ISBN	

Course Material	Book
Author	David, F.
Publishing Year	2010
Title	Strategic Management: Concepts and Cases
Subtitle	
Edition	13
Publisher	Prentice Hall
ISBN	

Course Material	Book
Author	Gallagher, G.
Publishing Year	2009
Title	Corporate Strategy for Irish Companies
Subtitle	
Edition	1
Publisher	ICAI
ISBN	

Course Material	Book
Author	Hitt, M., Hoskinson, R., & Duane-Ireland, R
Publishing Year	2007
Title	Management of Strategy: Concepts and Cases
Subtitle	
Edition	1
Publisher	Thomson
ISBN	

Course Material	Book
Author	Lynch, R.
Publishing Year	2006
Title	Corporate Strategy
Subtitle	
Edition	4
Publisher	Prentice Hall
ISBN	

Course Material	Book
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Author	Wheelan, T., & Hunger, J.
Publishing Year	2008
Title	Strategic Management and Business Policy
Subtitle	
Edition	11
Publisher	Prentice Hall
ISBN	

Notes

Module assessment is designed to enable students to demonstrate achievement of the individual and group learning outcomes for the module as set out above through two major pieces of formally assessed coursework (one individual and one team-based). The team-based project will be a strategy formulation assignment researching and appraising the strategy of a specific organisation. The individual project will be an evaluative 'follow-on' project focusing on key aspects of strategy implementation.