

## Liverpool John Moores University

Title: STRATEGIC MANAGEMENT  
Status: Definitive  
Code: **7521ME** (107456)  
Version Start Date: 01-08-2011

Owning School/Faculty: Arts, Professional and Social Studies  
Teaching School/Faculty: Isle of Man International Business School

| Team      | Leader |
|-----------|--------|
| Alex Watt | Y      |

**Academic Level:** FHEQ7  
**Credit Value:** 15.00  
**Total Delivered Hours:** 36.00  
**Total Learning Hours:** 150  
**Private Study:** 114

### 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               | Case analysis (short case study: assigned case).                       | 40.0          |               |
| Essay    | AS2               | Case analysis (in depth analysis of organisation of student's choice). | 60.0          |               |

### 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 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    2    3

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## Outline Syllabus

*Historical development, nature, and scope of strategic management in different organisational environments;*  
*Methods of analysis of industry, task, and broad organizational environments;*  
*Role of market position and resource capabilities in achieving competitive advantage;*  
*Competitor and market analysis techniques;*  
*Models of strategic capability analysis;*  
*Sources and sustainability of competitive advantage*  
*Implementation of change toward the pursuit of organizational strategy.*

## Learning Activities

Combination of workshops and mini lectures.

## References

|                        |                                      |
|------------------------|--------------------------------------|
| <b>Course Material</b> | Book                                 |
| <b>Author</b>          | Collins, J                           |
| <b>Publishing Year</b> | 2001                                 |
| <b>Title</b>           | Level 5 Leadership                   |
| <b>Subtitle</b>        |                                      |
| <b>Edition</b>         |                                      |
| <b>Publisher</b>       | Harvard Business Review, Boston: HBP |
| <b>ISBN</b>            |                                      |

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

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|------------------------|-------------------------------------|
| <b>Course Material</b> | Book                                |
| <b>Author</b>          | De Wit, B and Meyer, R              |
| <b>Publishing Year</b> | 2004                                |
| <b>Title</b>           | Strategy: Process, Content, Context |
| <b>Subtitle</b>        |                                     |
| <b>Edition</b>         |                                     |
| <b>Publisher</b>       | 3rd edition, Thomson                |
| <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: Mapping the changing contours of the world economy |
| <b>Subtitle</b>        |  |
| <b>Edition</b>         |  |
| <b>Publisher</b>       | 5th edition, London: Sage  |
| <b>ISBN</b>            |  |

|                        |   |
|------------------------|---|
| <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>         |   |
| <b>Publisher</b>       | 8th edition, FT Prentice Hall             |
| <b>ISBN</b>            |   |

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## Notes

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

Coursework 1 will give practice in the application of strategic analysis models with a short case write-up. It will be assessed and returned to the students in advance of the more in-depth case analysis, thus ensuring feedback which students can apply to an organization of their choice (either their own employer, or one in the public domain).