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**London
South Bank
University**

Module Guide

Strategic Management and Leadership

BBM_6_SML

School of Business

2018 – 19

Level 6

Table of Contents

| | | |
|-----|--|-------------------------------------|
| 1. | Module Details | Error! Bookmark not defined. |
| 2. | Short Description..... | 4 |
| 3. | Aims of the Module | 4 |
| 4. | Learning Outcomes..... | 4 |
| 4.1 | Knowledge and Understanding | 4 |
| 4.2 | Intellectual Skills..... | 4 |
| 4.3 | Practical Skills | 5 |
| 4.4 | Transferable Skills..... | 5 |
| 5. | Assessment of the Module..... | 5 |
| 6. | Feedback | 6 |
| 7. | Introduction to Studying the Module | 6 |
| 7.1 | Overview of the Main Content..... | 6 |
| 7.2 | Types of Classes..... | 7 |
| 7.3 | Importance of Student Self-Managed Learning Time | 7 |
| 7.4 | Employability | 7 |
| 8. | The Programme of Teaching, Learning and Assessment | 8 |
| 9. | STUDENT EVALUATION | 11 |
| 10. | Learning Resources | 11 |

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| Module Title: | Strategic Management and Leadership |
| Module Level: | 6 |
| Module Reference Number: | BBS_6_SML |
| Credit Value: | 20 |
| Student Study Hours: | 200 |
| Contact Hours: | 60 |
| Private Study Hours: | 140 |
| Pre-requisite Learning (If applicable): | Not applicable |
| Co-requisite Modules (If applicable): | Not applicable |
| Course(s): | 4680 BA (Hons) Business Management 4809 BA (Hons) Business Management (Sat) 4695 BA (Hons) Business Management PT 4681 BA (Hons) Business Management with Accounting 4682 BA (Hons) Business Management with Analytics 4683 BA (Hons) Business Management with E-Business 4684 BA (Hons) Business Management with Economics 4685 BA (Hons) Business Management with Enterprise & Entrepreneurship 4686 BA (Hons) Business Management with Finance 4687 BA (Hons) Business Management with HR 4688 BA (Hons) Business Management with Law 4689 BA (Hons) Business Management with Marketing 4692 BA (Hons) Business Management with Project Management 4693 BA (Hons) Business Management with Retail 4691 BA(Hons) Business Management with Corporate Sustainability |
| Year and Semester | Year 3 Semester 1 |
| Module Coordinator: | Abraham Joseph |
| MC Contact Details (Tel, Email, Room) | 0207 815 7889, josepj17@lsbu.ac.uk , London Road LR 330 |
| Teaching Team & Contact Details (If applicable): | graeme.connelly@lsbu.ac.uk (Graeme Paul Connelly) shibing@lsbu.ac.uk (Bing Shi) laydenr@lsbu.ac.uk (Richard Layden) sitaras@lsbu.ac.uk (Soula Sitaras-Ghidotti) fisherl8@lsbu.ac.uk (Laurence Fisher) |
| Subject Area: | Management, Marketing and People |
| Summary of Assessment Method: | 100% Coursework comprising: 50% case study report comprising: 40% - Individual report 10% - Individual Oral Presentation 50% Integrated Project |
| External Examiner appointed for module: | Professor Roulla Hagen, Nottingham Trent University |

1. SHORT DESCRIPTION

This Module provides a final year integrative course in strategic management and leadership. The module is structured around three components of strategic management; firstly internal and external strategic analysis, secondly business and corporate level strategy formulation, thirdly leadership issues in the implementation of strategy. As befits an integrative strategy module; its learning, teaching and assessment strategy is organised around the use of management case studies.

2. AIMS OF THE MODULE

The module aims to enable students to:

- Develop an understanding of the strategy process for organisations in a wide variety of contexts.
- Appreciate and evaluate the roles of leadership in organisational decision making and change.
- Develop the skills required to offer informed contributions to strategic decision making and to manage relatively complex operations.
- Devise and implement creative solutions to multidisciplinary business problems.

3. LEARNING OUTCOMES

On completion of the module students will be able to:

3.1 Knowledge and Understanding

A1: Apply knowledge of strategic management in a wide variety of contexts ranging from large to small and medium sized enterprises, as well as profit and not for profit organisations.

A2: Understand management processes and leadership factors determining business capability, performance, corporate success and failure.

A3: Understand complex strategic issues, taking into account stakeholder and ethical factors

A4: Be able to integrate knowledge and learning from across the business curriculum and formulate appropriate strategic recommendations.

3.2 Intellectual Skills

B1: Analyse, interpret, critically evaluate and offer solutions to multidisciplinary business problems

B2: Synthesise key information from a variety of sources and identify the key strategic dilemmas.

3.3 Practical Skills

C1: Access, select and utilise a variety of business information sources

C2: Practice information technology skills through the use of electronic databases, presentation and graphical software, spread sheets for financial analysis and the world wide web for corporate information and publisher based learner support materials

3.4 Transferable Skills

D1: Work effectively as part of a team to prepare case study analysis.

D2: Communicate effectively in written and oral forms and demonstrate effective presentation skills.

4. ASSESSMENT OF THE MODULE

Formative Assessment

The first Case study /team building ice breaker will be used as an initial formative assessment. In week 10 of the semester students will make a short presentation of their Integrated project as a second formative assessment.

Summative Assessment

The Module will be assessed 100% by Coursework, 50% by a Strategy case study report, and 50% by the Integrated project.

The 50% of assessment allocated to Strategy coursework is case study based. Working in their teams, students will prepare three Strategy case studies, and will select one to act as their individual assignment. 10% of assessment will comprise a 15 minute assessed presentation on **one** case question, and 40% a 2,000 word individual written report covering **two** of the questions on the same case study. The report is to be submitted via Moodle, two weeks after the presentation date. Students should be reminded that the University has a policy on penalties for unauthorised late submission of coursework, and on claiming for mitigating circumstances, such as illness. The key assessment criteria for the oral presentation are content, (including planning, structure, organisation, analytical standard and ability to defend questions), delivery, and the use of visual aids, including Powerpoint.

The learning outcomes assessed by the oral presentation and written report are:

Abilities to analyse, interpret, evaluate and solve multidisciplinary business problems

Abilities to integrate a number of aspects of earlier and parallel final year studies in the context of corporate strategic decisions

Skills in case and company analysis, group work and problem solving

Assessment criteria for the written case study report are:

Evidence of a well planned, organised and structured piece of work including clear conclusions and recommendations

Content and coherence; relevance of the content to the questions set; have the case study questions been squarely and clearly answered? To what extent does the content develop coherent themes of argument in answering the questions?

Analytical standard; emphasis on analysis rather than repeating descriptive detail from the case study; application of theoretical concepts and techniques including financial analysis, to analyse the case.

Presentation; use of case study report format, use of diagrams and visual aids, quality of academic writing and use of English, correct referencing in text and Bibliography.

The Integrated Project is a 6,000 word tutor facilitated individual assignment, acting as a bridge with the core module Leading and Managing SME's, to which it also contributes 50% of the coursework. The Project will involve the students making a comparison between large corporations and SME's. Students will choose a large corporation and a small to medium sized enterprise, ideally from the same sector, for example; fashion; fast food, grocery retailing, miscellaneous services such as car service and repair. They will research the companies, and analyse them employing concepts and models from both core modules; Strategic Management and Leadership, and Leading and Managing SMEs. Students will need to research and evaluate a number of criteria for their chosen companies; situation audit including financial performance, growth and development strategies, marketing strategy, organisation leadership, culture and change management, identifying key strategic problems, and making policy recommendations. Particularly in the area of strategic marketing, there may be opportunities for students to undertake primary research on their chosen companies. Each Individual project will be double marked by paired Core Module tutors.

5. FEEDBACK

In line with University policy, marked, commented upon, case report assignments will normally be returned to students within fifteen working days.

Student feedback; as well as oral tutor comments, written feedback on the oral presentation will be provided at the time using the Management Department presentation feedback form, which the student should retain (see appendix 1 at end of this Module Guide).

General feedback, applying to all students, will also be placed on the module VLE site within 15 working days.

6. INTRODUCTION TO STUDYING THE MODULE

7.1 Overview of the Main Content

Strategic Management and Leadership, concepts and definitions

Strategic Analysis: Analysing the strategic environment; the dynamics of industry structure, Porter's Five Forces framework, product life cycle.

Analysing strategic resources, the value chain, information systems and financial performance analysis; strategic capability and core competencies

Strategy formulation: business level strategy; generic strategy & competitive advantage. Inimitability, sustainability & the VRIO framework. Corporate level strategy; product portfolio analysis; strategic options & growth development directions, evaluating strategies

Strategic method: acquisition and mergers, networking, alliances and joint ventures. International business strategy and foreign market entry

Strategy Implementation: Culture and strategy: national and organisational cultures and their influence on strategy; analysing culture: the cultural web.

Strategic purpose: mission, vision, communicating values and objectives; corporate governance and business ethics ; stakeholder analysis. Organisational structure and: structural types, systems and configurations, strategic architecture and redesigning organisations, the network organisation and managing remote teams.

Concepts of leadership and leadership styles; Herzberg, Hersey & Blanchard, situational/ contingent styles. Leadership in, e g corporate merger and turnaround situations. Types of strategic change, barriers to change. Leadership styles and managing strategic change.

7.2 Types of Classes

Two one hour lectures per week will provide the framework for the area of study. These will be accompanied by a two hour weekly seminar to enable students to practically use the knowledge gained in the lectures.

This module is taught and assessed by case studies and an Integrated project. The lectures will develop a range of relevant theoretical concepts, tools and techniques. The seminars will involve the practical application of these concepts to business situations through the use of case studies. The weekly seminars will firstly be organised around three main case studies, each studied over a two week cycle, with each second week being a presentation week. In the first week the team will analyse the case, discuss their question and prepare analysis. Your seminar tutor will work around the teams acting as a facilitator and resource, both answering and asking questions. In the second week, one student from the team will make a 15 minute assessed presentation on the question; followed by discussion. All teams will present in turn during this second week on the case study.

Secondly the seminars will provide opportunities to tutor and discuss the Integrative Project, with formative presentations taking place in week 10.

Students are directed to the University's Moodle site (our virtual learning environment), which has been set up for this particular module

7.3 Importance of Student Self-Managed Learning Time

Self-managed learning: students are expected to spend an average of seven hours per week in self-managed learning to support the unit. Such learning includes case study preparation; all students are expected to have undertaken a preliminary reading of the case study before attending the first week of the fortnight's cycle devoted to the specific case. Self-managed learning also includes week-by-week reading in one of the core strategy set texts, assignment preparation and writing, and examination revision. To assist students with this, each lecture can be linked with chapters in the latest textbook by Johnson, Whittington, Scholes et al as indicated below for each week, although students are encouraged to read more widely especially from the core materials. To facilitate this there is a direct link on our Moodle site to the Palgrave Encyclopaedia of Strategic Management.

7.4 Employability

The study of this module will equip learners with knowledge, skills, and tools of analysis that can be successfully applied in strategy and planning processes in a range of careers

On completion of this applied management module, students should have sufficient knowledge of the theories, concepts and practice of strategic management to be able to enhance their capability in the employment market.

7. THE PROGRAMME OF TEACHING, LEARNING AND ASSESSMENT

Week 1 Wednesday 26th September 2018 *(Full time students)*

Lectures Introduction to studying the module, assessment and introduction to strategy case analysis; Strategic Management, concepts and definitions, different views of the strategy process: prescriptive versus emergent theories; the hierarchy of strategy. Definitions of management and leadership.

Seminar Group formation, allocation of cases
Airbnb case study

Reading: Johnson, Whittington, Scholes et al Chapters 1 & 2

Week 2 Wednesday 3rd October 2018

Lectures Analysing the strategic environment; PESTEL; Porter's Five Forces framework

Seminar Group formation, allocation of cases
Case: Global Pharmaceutical Week 1

Reading: Johnson, Whittington, Scholes Chapters 2 & 3

Week 3 Wednesday 10th October 2018

Lectures The dynamics of industry structure, strategic groups and market segments

Seminar: Case: Global Pharmaceutical Week 2

Reading: As for Week 2

Week 4 Wednesday 17th October 2018

Lectures **Guest Lecture**
Analysing strategic resources, the value chain, information systems and financial analysis; strategic capability and core competencies.

Seminar Mini Case 1

Reading: Johnson, Whittington, Scholes et al Chapter 4

Week 5 Wednesday 24th October 2018

Lectures Evaluating firm's strengths & weaknesses; balanced score card; strategy formulation 1: business level strategy; generic strategy & competitive advantage. Inimitability & the VRIO framework

Seminar Mini Case 2 (Inside Dyson)

Reading: Johnson, Whittington, Scholes et al Chapters 4 and 12

Week 6 Wednesday 31st October 2018

Lectures Strategy formulation 2: corporate level strategy; product portfolio analysis; strategy formulation 3: strategic options & development direction

Seminar COURSE WORK Case discussion

Reading: Johnson, Whittington, Scholes et al Chapter 8

Week 7 Wednesday 7th November 2018

Lectures Strategic method: alliance, acquisition and merger strategy

Seminar COURSE WORK 1 PRESENTATIONS

Reading: Johnson, Whittington, Scholes et al Chapter 11

Week 8 Wednesday 14th November 2018

Lectures International business strategy; competition and collaboration

Seminar IKEA

Reading: Johnson, Whittington, Scholes et al Chapter 9

SUBMISSION OF COURSE WORK 1 REPORT (Wednesday, 21st November)

Week 9 Wednesday 21st November 2018

Lectures Strategic purpose: mission, vision, values and objectives;
corporate governance and business ethics; stakeholder analysis

Seminar BARCLAYS: Governance and Culture

Reading: Johnson, Whittington, Scholes et al Chapter 5

Week 10 Wednesday 28th November 2018

Lectures Culture and strategy: organisational and national culture and its' influence
on strategy. Analysing culture: the cultural web

Seminar BARCLAYS: Governance and Culture

Reading: Johnson, Whittington, Scholes et al Chapter 6

Week 11 Wednesday 5th December 2018

Lectures Concepts of leadership and management styles. Leading strategic
change: types of strategic change and barriers to change. Leadership and
strategic change,

Seminar Integrated Assignment Discussion

Reading: Johnson, Whittington, Scholes et al Chapter 15

Week 12 Wednesday 12th December 2018

Lectures Organisational structure; structural types, systems and configurations,
Strategy evaluation criteria.

Seminar Development of Integrated Assignment

Reading: Johnson, Whittington, Scholes et al Chapters 12 & 14

Week 13 Wednesday 9th January 2019

Seminar FINAL WORK ON INTEGRATED ASSIGNMENT

**SUBMISSION DEADLINE FOR INTEGRATED ASSIGNMENT Thursday 10th January
2019**

9. STUDENT EVALUATION

On average over 90% of students each year are very satisfied or satisfied in the annual Module Evaluation Questionnaires commenting favourably on its applied nature and usefulness. More seminar time has been requested in the past which is addressed in the new 20 credit module structure.

10. LEARNING RESOURCES

10.1 Core Materials

Johnson, G., Whittington, R., Scholes K., Angwin, D. Regner, P. Exploring Strategy, Prentice Hall, 11th edition with cases, 2018

Grant, W. Contemporary strategy analysis, 9th Edition, 2016

10.2 Optional Materials

Deresky, H, International management; Managing Across Borders and Cultures, prentice Hall, 8th Edition, 2013

Lynch, R, Corporate Strategy, 6th edition, Pearson, 2012

Northouse, P G, Leadership; Theory and Practice, Sage 2015

Hill, C. & Jones, G, Strategic Management ; An Integrated Approach, Houghton Mifflin, 2010

Lynch, R, Corporate Strategy, 6th edition, Pearson, 2014

Mintzberg, H, Quinn, B & Ghoshal, S, The Strategy Process, Revised European Edition, Prentice Hall, 2006

The Palgrave Encyclopaedia of Strategic Management, <http://lispac.lsbu.ac.uk/record=e1000293>

Companion websites for core texts

APPENDIX 1: STRATEGY CASES : PRESENTATION FEEDBACK FORM

Name of student

| Skill Area | Strengths | Points for improvement |
|---|---------------|------------------------|
| 1. CONTENT <ul style="list-style-type: none">• General content and organisation of material• Structure• Planning and preparation• Relevance to question set• Analytical standard• Ability to defend questions | | |
| 2. DELIVERY <ul style="list-style-type: none">• Time management• Manner & mannerisms• Eye contact• Voice: Audibility and pace, clarity and emphasis• Overall confidence | | |
| 3. USE OF VISUAL AIDS <ul style="list-style-type: none">• Use of OHP/ PowerPoint• Clarity of transparencies• Use of written handouts• Other | | |
| GENERAL COMMENT: | | |
| | | |
| Overall mark: | Tutor: | Date: |

