

MODULE: STRATEGIC MANAGEMENT

Theme: Business Environment

Assessment Weighting: 40% Coursework
60% Examination

INTRODUCTION

This module is interdisciplinary in its approach and is designed to enable students analyse the factors which determine whether an organisation excels, survives, or dies, and on the basis of such analysis will prescribe long term strategies which will enable the operation to achieve its corporate objectives.

AIMS

The aims of this module are:

To ensure students are fully cognitive of how strategic management is designed to improve the student's sensitivity to strategic issues and the quality of their strategic thinking

To provide students with the opportunity to explore features that set strategy apart from functional or specialised management

To ensure students have adequately developed the necessary skills to apply the tools required to determine the strategic fit between an organisation and its environment.

LEARNING OUTCOMES

On completion of this module, students will be able to:

Critically examine the strategic recipes and approaches to strategic thinking employed by organisations

Demonstrate a high level of understanding of concepts, theoretical ideas and empirical research, which underpin the study and management practice of strategy.

Challenge these concepts and develop their own view on the part managers play in the making of strategy.

SYLLABUS

Introduction to corporate strategy
Differences between strategy and day to day organisational operations
The language of strategy
What makes good strategy
A review of theory and practice
Historical content of strategy
Prescriptive theories versus emergent theories
Concept of strategic drift

Analysis of the macro environment
Consideration of organisation context
PEST analysis
SWOT analysis
Key factors for success
Contribution of Porter

Analysing markets and competitors
Concept of product portfolio
Competitive strategies
Developing sources of sustainable competitive advantage

Analysing organisation markets
Market segmentation
Customers and customer driven strategy
Stakeholder analysis

Analysing organisation resources
Make or buy decision
Value chain
Value system
Hierarchy of resources

Analyse of organisation human resources
Human resource audit
Organisational culture
International culture prospective

Analyse of organisation operational resources
The role of operations in adding value
Lean thinking
Quality systems

TEACHING AND LEARNING METHODS

This module will be delivered by means of formal and participative style lectures as well as small group tutorials to discuss in detail material presented in the lectures. Guest speakers will be invited from relevant industry fields to share industry experiences. Interactive discussion and extensive in-class application of theories through case studies will also be used. Students will make group presentations and where applicable share their own work experiences.

ASSESSMENT METHODS

Course work will account for 40% of the marks and may typically be presented in the format of case study analysis and essay type assignments, and may involve individual or group assignments depending on the particular case and the complexities involved. A written examination will be held on module completion and will account for the remaining 60% of the marks.

PRIMARY READING LIST

Lynch R, (2001) Corporate Strategy, 3rd edition, Financial Times / Pitman

RECOMMENDED READING LIST

Johnson, G & Scholes, K, (2000) Exploring Corporate Strategy: Texts and Cases, Prentice Hall

Orgtega, B, (1999), In Sam We Trust, Kogan Page

Calder, S, (2003), No Frills, Virgin Books