Module 23:   Strategic Management

Stage	3
Semester	2
Module Title	Strategic Management
Module Number	23
Module Status	Mandatory
Module ECTS Credits	5
Module NFQ level	8
Pre-Requisite Module Titles	Business Management
Co-Requisite Module Titles	N/A
Capstone Module?	No
List of Module Teaching Personnel	Mark Dowling, Deirdre Gorman

Contact Hours				**Non-contact Hours**			**Total Effort (hours)**
46				54			100
Lecture	**Practical**	**Tutorial**	**Seminar**	**Assignment**	**Placement**	**Independent Work**	
36		10		10		44	100

Allocation of Marks (Within the Module)					
	Continuous Assessment	**Project**	**Practical**	**Final Examination**	**Total**
Percentage Contribution	40%			60%	100%

Intended Module Learning Outcomes

On successful completion of this module, the learner will be able to:

1. Analyse both the organisational and external environments as part of the strategy formulation process
2. Evaluate accepted theories and frameworks and their application to organisational strategic planning
3. Justify the importance of ethical management behaviour in the strategic management of organisations
4. Appraise the resources and capabilities of the firm in terms of their ability to confer sustainable competitive advantage and formulate strategies that leverage a firm's core competencies
5. Analyse dynamics in competitive rivalry including competitive action and response and make appropriate recommendations for acting both proactively and defensively
6. Interpret cross-functional consequences when choosing appropriate structures and cultures for achieving particular strategies
7. Critically evaluate the strategic performance of an organisation

Module Objectives

This module is designed to help learners identify and understand the sources of superior company performance. Here we guide the learner through the theoretical and conceptual frameworks that underpin analysis of the external and internal environments of the firm, the formulation and implementation of strategies and finally the evaluation of chosen strategies. The module is designed to develop the learner's skills in diagnosing the strategic health of organisations and providing strategic recommendations to senior management. Through participation on this module, learners are provided with an opportunity to synthesize and apply existing knowledge across several disciplines.

Module Curriculum

Introduction to Strategic Management
- Basic concepts in strategic management
- Strategic leadership and decision making
- Creating a learning organisation
- Ethics and Corporate Social Responsibility

Scanning the Environment
- Environmental scanning
- External environmental variables
- Industry analysis
- Strategic group Analysis

Organisational Analysis
- A Resource-Based approach to organisational analysis
- Resources and competitive advantage
- Business models
- Value-chain analysis
- Functional resources and capabilities

Strategy Formulation
- Situation analysis and business strategy
- Competitive and cooperative strategies
- Corporate directional strategies
- Portfolio analysis
- Corporate Parenting
- Functional strategy

Strategy Implementation and Change Management
- Programs, budgets and procedures
- Organisational structure and strategy
- Stages of corporate development
- Organisational culture and strategy
- Leading and managing organisational culture

Evaluation and Control
- Common problems in performance evaluation
- Evaluation tools
- Guidelines for proper control
- Strategy in the multiple-country context

Reading lists and other learning materials

Hunger, D., & Wheelen, T., (2014) *Essentials of Strategic Management: Pearson New International Edition*, 5/E, Pearson
Johnson, G., Whittington, R., Scholes, K., Regner, P., Angwin, D. (2015) *Fundamentals of Strategy, 3/E*, Pearson Higher Education
Lynch R. (2012) *Strategic Management 6th Edition*, Financial Times/Prentice Hall, Harlow
Parnell, J. (2014) *Strategic Management: Theory and Practice*, 4/E, Sage Publications

Internet:
Knowledge@Wharton (http://knowledge.wharton.upenn.edu)
Knowledge@Emory (http://knowledge.emory.edu)
www.economist.com
www.ft.com
www.businessweek.com

Module Learning Environment

This module is delivered by means of formal and participative style lectures as well as small group tutorials.

The college intranet (Moodle) provides supporting material and facilitates assessment submissions. Guest lecturers, both academic and industry are invited to share their knowledge and experiences with the learners.

Tutorials provide opportunities for a broader discussion of the material covered in lectures. Case studies are used to highlight the issues and case discussion is facilitated by the tutor. Quizzes are provided to check learning for both learner and lecturer.

Module Teaching and Learning Strategy

Lectures are delivered in a way that is informative, interesting and engaging. The material is well organised and supported with the use of short real case videos to encourage learners to apply concepts and frameworks to well-known organisations.

Individual, paired and grouped activities will be led using dynamic and engaging methods. Some of the approaches used may include the following:

Silent Reflection
Learners are given a few minutes to think about a problem or issue and asked to write down the most important, or positive, etc. aspects of an issue. They are then invited to share their thoughts with their neighbour before moving into a discussion phase.

Buzz Groups

In pairs, threes, fours or fives, small timed tasks are given to learners to encourage them to speak with one another. Their outcomes are then shared with the whole group on a flip chart facilitated by the lecturer.

The One Minute Paper

Periodically the lecturer invites the learners to take one minute to write down the most interesting and the most confusing point that has been discussed in the lecture. This technique provides quick feedback of the learner's perception and understanding of the material being covered at that stage.

Module Assessment Strategy

Assessment tasks are designed to support learning and set to help learners achieve the learning outcomes.

The selection of appropriate assessments aims to match module and program objectives necessary for accreditation requirements.

Formative assessment (not graded) is used to help identify areas that may need improvement. These assessments help understand learners progress and to determine teaching effectiveness. For example, clickers are used to survey learner's understanding of topics covered in lectures. Summative assessments (graded) are used to evaluate learner's learning, skill acquisition, and academic achievement resulting from participation on the module.

Two summative assessments are used as follows:
- End of semester final examination 60% and
- Individual case study analysis for completion by learners during the semester 40%.

Final Exam

A truly summative assessment to assess what has been learned and how well it was learned. The exam is graded and grades indicate whether the learner has an acceptable level of knowledge-gain in relation to the expected learning outcomes.

Case Study Report

Use of the case study analysis encourages learners to carry out independent research. Research guidance is provided along with guidance relating to report style, structure, marking criteria, etc., in the assessment brief contained within the learner's handbook distributed at the beginning of semester and available through Moodle. Results and feedback are provided prior to end of semester, which confers learner's performance and progress.

Constructive Alignment of Assessment

Module Learning Outcomes	Assessment Strategy	
	Assignment	Exam
Analyse both the organisational and external environments as part of the strategy formulation process	Yes	Yes
Evaluate accepted theories and frameworks and their application to organisational strategic planning.	Yes	Yes
Justify the importance of ethical management behaviour in the strategic management of organisations	Yes	Yes
Appraise the resources and capabilities of the firm in terms of their ability to confer sustainable competitive advantage and formulate strategies that leverage a firm's core competencies	Yes	Yes
Analyse dynamics in competitive rivalry including competitive action and response and make appropriate recommendations for acting both proactively and defensively	Yes	Yes
Interpret cross-functional consequences when choosing appropriate structures and cultures for achieving particular strategies		Yes
Critically evaluate the strategic performance of an organisation	Yes	