

London South Bank
University

Module Guide

Strategic Management

BBM_6_STM

FACULTY OF BUSINESS

2014 - 2015 Semester One

Level six

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1. MODULE DETAILS

Module Title:	Strategic Management
Module Level:	Six
Module Reference Number:	BBM_6_STM
Credit Value:	20
Student Study Hours:	150
Contact Hours:	48
Private Study Hours:	105
Pre-requisite Learning (If applicable):	
Co-requisite Modules (If applicable):	
Course(s):	BA Business, CH Management
Year and Semester	Final year semester one
Module Coordinator:	Paul Thompson x7494, Room LR113B, thompsp3@lsbu.ac.uk
Teaching Team & Contact Details	Robin John x7766, johnra@lsbu.ac.uk , Andreas Kyriacou x7889, kyriaca3@lsbu.ac.uk Agnes Salajczyk, x7735, salajcza@lsbu.ac.uk
Subject Area:	Management
Summary of Assessment Method:	60% - 3 Hour Seen Case Study Examination 40% - Coursework comprising: 10% Individual Oral Presentation 30% Individual Written Case Study Report 2,000 Words
External Examiner:	Dr. Julian Randall, University of Aberdeen

2. SHORT DESCRIPTION

This Module provides a final year integrative course in strategic management and business policy. It is structured in relation to the three components of strategic management; firstly internal and external strategic analysis, secondly business and corporate level strategy formulation, thirdly issues in the implementation of strategy. As well as providing a generic final year course in strategic management; it examines strategy in not for profit organisations, merger and acquisition strategy, international strategy, and the management of strategic change in organisations. As befits an integrative strategy unit; its learning, teaching and assessment strategy is organised around the use of management case studies.

3. AIMS OF THE MODULE

The broad aim of the Unit is to provide a final year integrative course in strategy and business policy which develops the student's understanding and skills, as present and prospective future managers, for formulating the organisation's overall strategic direction. Its focus is on strategic decision-making and the management of strategic change in organisations. Strategic Management also builds upon Management Skills and other earlier business/ management units, and draws upon parallel final year subjects. It provides important conceptual frameworks and analytical techniques for the final year project.

4. LEARNING OUTCOMES

4.1 Knowledge and Understanding

At the end of this Course students should:

1. Have developed understanding and skills in strategic analysis, strategic choice and strategy implementation.
2. Have developed abilities to analyse, interpret, evaluate and solve multidisciplinary business problems.
3. Have developed the ability to take an overall view of the management of the organisation.
4. Appreciate the processes and factors determining the business's capability, performance and success.
5. Be able to integrate a number of aspects of earlier, and parallel final year studies, in the context of corporate strategic decisions.
6. Have further developed skills in case and company analysis, group work and problem solving.
7. Have further developed conceptual frameworks and analytical techniques for the final year project

4.2 Intellectual Skills

Ability to analyse, interpret, evaluate and recommend solutions to multi disciplinary business problems.

Have further developed skills in case and company analysis, group work and problem solving.

Ability to research business and managerial issues; taking into account stakeholder and ethical complexity

4.3 Practical Skills

The analysis of financial and marketing information in the case-studies help in further developing the student's numeracy and data analysis skills.

Practice of information technology skills is required through the use of presentation and graphical software, spreadsheets for financial analysis, and the world wide web for corporate information and publisher based learner support materials.

4.4 Transferable Skills

Ability to define problems and be effective in problem solving and decision making

Team working; working as part of a syndicate to prepare case study analysis

Through case study presentations and written reports further develop communication, presentation and report writing skills

Building the students' critical understanding and analytical judgement of business and management issues.

5. ASSESSMENT OF THE MODULE

The Strategic Management unit is assessed 60% by examination and 40% by coursework. The pass mark for the unit is 40% with a minimum of 30% in each element.

The examination format is a three hour seen case study examination; For information the January 2011 exam paper is included in Appendix 2 at the end of this module guide. The case study will be distributed in week 12 at the last lecture session. Students may bring their annotated copy of this case study into the examination, but no other notes. The examination will be in two parts. Part A will comprise two questions on the case study. Part B will comprise one question from a choice of four topics on strategy concepts and theory.

The examination will assess the first four unit learning outcomes:

Understanding and skills in strategic analysis, strategy formulation and strategy implementation

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

Ability to take an overall view of the management of the organisation

Appreciation of the processes and factors determining the business's capability, performance and success

The 40% of assessment allocated to coursework is case study based. 10% of assessment will comprise an individual 15 minute assessed presentation on **one** case question, and 30% a 2,000 word individual written report covering **two** of the three questions on the same case study. The report is to be submitted to the School Office L105 with a completed student feedback form, 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.

6. 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).

7. INTRODUCTION TO STUDYING THE MODULE

7.1 & 7.2 Overview of the Main Content & Types of Classes

This unit is taught and assessed by case studies. It is organised around the three key elements of strategic management; strategic analysis, strategy formulation and strategy implementation. 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. Each week (for the full-time Course) there will be two adjoining hours of lectures organised as two 55 minute lectures with ten minutes in the middle for recuperation! For part-time students, classes are held once a week in the evening, commencing at 6pm with Agnes Salajczyk.

The weekly seminars will be organised around five main case studies, each studied over a two week cycle. The case studies will be supplied in the lecture session at least one week in advance, to allow time for preparation. Each seminar group will be subdivided into 3 student teams. There will be 3 questions for every case study, with each team allocated 1 question.

In the first week the team will analyse the case, discuss their question and prepare analysis. Your seminar tutor will work around the three 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 three teams will present in turn during this second week on the case study.

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

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

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.

8. THE PROGRAMME OF TEACHING, LEARNING AND ASSESSMENT (WITH INDICATIVE LECTURER IN BRACKETS FOLLOWING)

Week 1 **Wednesday 24th September 2014** (AK, PT, RJ)

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.

Seminar Group formation, allocation of cases

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

Week 2 **Wednesday 1st October 2014** (AK)

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

Seminar Group formation, allocation of cases
European Airline Industry (non assessed mini case study)

Reading: Johnson, Whittington, Scholes Chapters 2 & 3

Week 3 **Wednesday 8th October 2014** (AK)

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

Seminar: Global Pharmaceutical Week 1

Reading: As for Week 2

Week 4 **Wednesday 15th October 2014** (RJ)

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

Seminar Global Pharmaceutical Week 2

Reading: Johnson, Whittington, Scholes et al Chapter 3

Week 5 **Wednesday 22nd October 2014** (RJ)

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

Seminar	Ryannair Case 1
Reading:	Johnson, Whittington, Scholes et al Chapter 11
Week 6	Wednesday 29th October 2014 (AK)
Lectures	Strategy formulation 2: corporate level strategy; product portfolio analysis; strategy formulation 3: strategic options & development direction
Seminar	Ryannair Case 2
Reading:	Johnson, Whittington, Scholes et al Chapters 6 & 7
Week 7	Wednesday 5th November 2014 (RJ)
Lectures	Strategic method: alliance, acquisition and merger strategy
Seminar	Apple 1
Reading:	Johnson, Whittington, Scholes et al Chapter 10
Week 8	Wednesday 12th November 2014 (RJ)
Lectures	International business strategy; competition and collaboration
Seminar	Apple 2
Reading:	Johnson, Whittington, Scholes et al Chapter 8
Week 9	Wednesday 19th November 2014 (AK)
Lectures	Strategic purpose: mission, vision, values and objectives; corporate governance and business ethics; stakeholder analysis
Seminar	Daimler 1
Reading:	Johnson, Whittington, Scholes et al Chapter 4
Week 10	Wednesday 26th November 2014 (AK)
Lectures	Culture and strategy: organisational culture and its' influence on strategy; analysing culture: the cultural web; strategic drift
Seminar	Daimler 2

Reading: Johnson, Whittington, Scholes et al Chapter 5

Week 11 **Wednesday 3rd December 2014 (AK)**

Lectures Leading strategic change: leadership and strategic change, the change kaleidoscope, types of strategic change

Seminar Ikea 1

Reading: Johnson, Whittington, Scholes et al Chapter 14

Week 12 **Wednesday 10th December 2014 (RJ)**

Lectures Organisational structure and strategy evaluation: structural types, systems and configurations, evaluating strategies

Seminar Ikea 2

Reading: Johnson, Whittington, Scholes et al Chapters 11 & 13

Week 13 **Wednesday 7th January 2015 (PT, RJ)**

Revision Lecture, including exam technique

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 Corporate Strategy, Prentice Hall, 10th edition with cases, 2013

Haberberg, A & Rieple, A, Strategic Management; Theory and Application, Oxford, 2008

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

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

10.2 Optional Materials

Barney, J.B, Gaining & Sustaining Competitive Advantage, Pearson, 3rd Edition, 2006

Grant, W., Contemporary Strategy Analysis; Concepts, Techniques, Applications, 5th edition, 2009

Hill, C. & Jones, G, Strategic Management ; An Integrated Approach, Houghton Mifflin, 2008

McGee, J, Thomas, H, Wilson, D, Strategy Analysis & Practice, McGraw Hill, 2005

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

Thompson, J with Martin, F, Strategic Management: Awareness and Change, Fifth Edition, International Thomson Press, 2007

Wheelen, T & Hunger, J, Strategic Management & Business Policy, eleventh edition, Addison Wesley, 2008

White, C, Strategic Management, Palgrave McMillan, 2004

de Wit, R & Meyer, R, Strategy: Process, Content, Context, International Thomson Press, 2006

Academic Calendar 2014-2015

LSBU Assessment Calendar 2014-2015 for standard semester-based courses

	Dates	Key Activities
Mon	08-Sep-2014	Enrolment Week One
Mon	15-Sep-2014	Enrolment Week Two Autumn Term Begins
Mon	22-Sep-2014	Semester One starts Late enrolment
Fri	12-Dec-2014	Autumn Term ends
Mon	15-Dec-2014	Christmas Vacation
Mon	22-Dec-2014	Christmas Vacation
Mon	29-Dec-2014	Christmas Vacation
Mon	05-Jan-2015	Spring Term begins
Mon	15-Jan-2015	Semester One Exams week 1
Mon	19-Jan-2015	Semester One Exams week 2 Semester Two enrolment
Fri	23-Jan-2015	Semester One ends
Mon	26-Jan-2015	Semester Two starts
Mon	23-Feb-2015	Release Semester One provisional results to all other students
Fri	27-Mar-2015	Spring Term ends
Mon	30-Mar-2015	Easter Vacation
Mon	06-Apr-2015	Easter Vacation
Mon	13-Apr-2015	Easter Vacation
Mon	20-Apr-2015	Summer Term starts
Mon	04-May-2015	May Day Holiday
Mon	18-May-2015	Semester Two Exams Week 1
Mon	25-May-2015	Recess Week - Spring Bank Holiday on Mon 25-May-2013
Mon	01-Jun-2015	Semester Two Exams Week 2
Fri	05-Jun-2015	Semester Two ends

APPENDIX 1: STRATEGY CASES : PRESENTATION FEEDBACK FORM

Name of student

Skill Area	Strengths	Points for improvement
<p>1. CONTENT</p> <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 		
<p>2. DELIVERY</p> <ul style="list-style-type: none"> • Time management • Manner & mannerisms • Eye contact • Voice: Audibility and pace, clarity and emphasis • Overall confidence 		
<p>3. USE OF VISUAL AIDS</p> <ul style="list-style-type: none"> • Use of OHP/ PowerPoint • Clarity of transparencies • Use of written handouts • Other 		
<p>GENERAL COMMENT:</p>		
<p>Overall mark:</p>	<p>Tutor:</p>	<p>Date:</p>

APPENDIX 2

BA B.S./ BA B.M. HONOURS MANAGEMENT YEAR

3 / 4

STRATEGIC MANAGEMENT

SEEN CASE STUDY EXAMINATION

JANUARY 2011

Time Allowed: Three Hours

Answer THREE Questions

Answer TWO Questions from Part A and

ONE Question from Part B

Each question carries equal marks

**Students may take their annotated copy of the case study
into the examination, but no other materials.**

PART A

Answer TWO Questions

1. Define and evaluate Kraft's diversification strategy pre 2009 and outline its advantages and disadvantages. With reference to the broad rationale for mergers and acquisitions, what are the advantages which Kraft can achieve through the Cadbury acquisition?
2. Many mergers and acquisitions fail to achieve their objectives. What are the key reasons for these problems? Discuss how Kraft can successfully integrate Cadbury.
3. Evaluate the strategic position of Kraft/ Cadbury in the global confectionary industry. Identify the opportunities and threats following completion of the acquisition, and the strengths and weaknesses of the new organisation to address them. Recommend a future strategy for the Group to address these issues.

PART B

Answer ONE Question

4. With reference to a firm or industry you have studied, outline the generic strategy, resources and competences required to achieve success and competitive advantage. Consider the features (if any) that fulfil the full VRIO conditions.
5. Set out a Balanced Score Card for:
 - A. A not-for-profit/ social enterprise of your choice and
 - B. A private sector organisation such as Tesco

Discuss the similarities and differences in objectives, in the four perspectives critical success factors, and key performance indicators for the two organisations.

6. Briefly identify the key features of not for profit/ public sector organisations and how they differ from private sector ones. Carry out a stakeholder analysis of a not for profit/ public sector organisation of your choice, identify the key stakeholders and position them, with reasons, in the power/ interest matrix.

7. Undertake a PESTEL and Five Forces analysis of **One** of the Industries you have studied (not the exam case study). What conclusions do you derive concerning the key forces of change in the Industry's strategic and competitive environment?

APPENDIX 3: SEMINAR TUTORS

Mr Alan Hovell, x6990, hovellaw@lsbu.ac.uk
Mr Thor Ingvarsson, x7690, ingvargb@lsbu.ac.uk
Mr Robin John, x7766, johnra@lsbu.ac.uk
Mr Andreas Kyriacou, x7889, kyriaca3@lsbu.ac.uk
Ms Agnes Salajczyk, x7735, salajcza@lsbu.ac.uk
Dr Bing Shi, x7709, shibing@lsbu.ac.uk
Mr Paul Thompson, x7494, thompsp3@lsbu.ac.uk

NOTES