

DBS SCHOOL OF BUSINESS

LJMU DEGREE PROGRAMMES

MODULE PROFORMA

Module Title: Business Strategy

Level: 3

Assessment: Continuous Assessment: 30%

Examination: 70%

Prerequisites: Management

Credits:12

Objectives:

- To develop in students a firm comprehension of the role of strategy and policy in the success of business organisations.
- To equip students to critically evaluate and review existing theories, concepts and practices in strategic management.
- To develop the diagnostic and analytical skills of students in the application of strategy and policy development in business organisations.

Learning Outcomes:

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

- Demonstrate comprehensive knowledge of the nature of strategy and its importance in an organisational context.
- Express a holistic comprehension of the core principles of strategic management.
- Display analytical and problem-solving techniques in appropriate business contexts, with the capacity to present conclusions professionally.
- Demonstrate initiative and creativity in the selection of suitable competitive strategies for organisational success.
- Display firm understanding of the importance of the strategic intent, purpose and culture in determining organisational effectiveness.

Syllabus:

Introduction to Strategy

- Defining strategy; strategic decisions; levels of strategy; strategy and operations; elements of strategic management; strategic choices; strategy development; challenges of strategic management; contemporary strategy themes; the strategy lenses

The Environment

- Layers of business environment; PESTEL analysis, Porters Diamond; the Five forces framework; The life cycle model; Strategic groups; Strategic gaps

Strategic Capability

- Resource based view of strategy; Strategic capabilities and competitive advantage; Cost efficiency; Capabilities for sustainable competitive advantage; Organisational knowledge; The value chain; benchmarking strategic capability

Expectations and Purposes

- Role of people; Corporate governance; Strengths and weaknesses of governance systems; forms of ownership; Stakeholder expectations; Sources and indicators of power; Business ethics; CSR; Organisational culture

Business Level Strategy

- Strategic business units; Competitive advantage, Strategic clock; Sustainability of competitive advantage; co-operation and competition; game theory in competitive strategy; Role of information in enabling competitive advantage.

Corporate Level and International Strategy

- Product and geographical diversity; related and unrelated diversification; attractions of international markets; Multi-domestic and global strategies; effect of product and geographical diversity on performance; corporate parenting; portfolio management

Directions and Methods of Development

- Directions for strategy development, methods of strategy development; forms of strategic alliance; success criteria for strategic choices; techniques to evaluate strategic options; Intended versus emergent strategy development; contexts for strategy development; management issues

Organising for Success

- Key challenges in organising for success; structural types of organisations; organisational processes; management of internal and external relationships; three reinforcing strands for organising configurations; implications of configurations for organisational performance and change; Entrepreneurship and entrepreneurial opportunities

Enabling Success

- Resource Management for enabling success; management of people; information processing; information as a strategic resource; management of finance; effect of technology; integration of resources and competences

Managing Strategic Change

- Differences in scope of strategic change; effect of organisational context on design of strategic change programmes; force field analysis; role of change agent and styles of managing change; levers for influencing strategic change; unintended consequences of change programmes