

H9GLENV: Strategic Management and the Global Environment

Module Code:	H9GLENV
Long Title	Strategic Management and the Global Environment VICE DEAN (POSTGRADUATE)
Title	Strategic Management and the Global Environment
Module Level:	LEVEL 9
EQF Level:	7
EHEA Level:	Second Cycle
Credits:	5
Module Coordinator:	DERMOT BRADFIELD
Module Author:	COLETTE DARCY
Departments:	School of Business
Specifications of the qualifications and experience required of staff	
Learning Outcomes	
<i>On successful completion of this module the learner will be able to:</i>	
#	Learning Outcome Description
LO1	Construct a theoretical framework which integrates the basic concepts and approaches to the strategic management of organisations
LO2	Discriminate between the different effects that environmental factors and forces have on the organisation and the strategy process.
LO3	Interpret the findings of level specific analytical tools when applied to a specific business situation
LO4	Develop a reflective approach to analyse and evaluate strategic situations
LO5	Synthesise different schools of thought in relation to the analysis of strategic issues faced by organisations.
Dependencies	
Module Recommendations	
No recommendations listed	
Co-requisite Modules	
No Co-requisite modules listed	
Entry requirements	

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Module Content & Assessment			
Indicative Content			
Introduction to the Strategy Process • Key concepts. • Strategy formulation vs. Strategy formation. • Strategy as a pattern, plot, plan, position and perspective. • Strategic purpose			
Strategic Context • International context: globalisation vs. localisation. • Industry context. • Organisational context			
Strategy Content • Business level strategy and competitive advantage. • Markets view vs. Resource Based View. • Corporate level strategy and the issue of corporate configuration. • Responsiveness vs. synergy from a global perspective. • Network level strategy and the issue of inter-organisational relationships. • Competition vs. Cooperation.			
Assessment Breakdown			%
Coursework			100.00%
Assessments			
Full Time			
Coursework			
Assessment Type:	Continuous Assessment (0200)	% of total:	100
Assessment Date:	n/a	Outcome addressed:	1,2,3,4,5
Non-Marked:	No		
Assessment Description: Students will be given 3 to 5 different assignments to work on a long case study (typically 20 to 40 pages) which covers a range of issues related to the process, content & context of strategy. In each assignment students will conduct their analysis from a specific viewpoint (business level strategy, network level strategy, industry context, international context, strategic capabilities, punctuated equilibrium, etc.) & will be asked to synthesise their own theoretical framework from the content of the course & to analyse the strategic situation in the case study using such theoretical framework. Discussion on the case study will take place at the class level, guided by the lecturer.			
No End of Module Assessment			
No Workplace Assessment			
Reassessment Requirement			
Repeat examination <i>Reassessment of this module will consist of a repeat examination. It is possible that there will also be a requirement to be reassessed in a coursework element.</i>			

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Module Workload				
Module Target Workload Hours 0 Hours				
Workload: Full Time				
Workload Type	Workload Description	Hours	Frequency	Average Weekly Learner Workload
Lecture	30 hours of lectures delivered in block format for the MBA but delivered weekly for the Msc in Finance	2.5	Every Week	2.50
Independent Learning	95 hours in total	8	Every Week	8.00
Total Weekly Contact Hours				2.50
Workload: Part Time				
Workload Type	Workload Description	Hours	Frequency	Average Weekly Learner Workload
Lecture	30 hours of lectures delivered in block format for the MBA but delivered weekly for the Msc in Finance	2.5	Per 15 week block	0.17
Independent Learning	95 hours in total	8	Per 15 week block	0.53
Total Weekly Contact Hours				0.17

Module Resources	
<i>Recommended Book Resources</i>	
Thomas L. Wheelen, J. David Hunger, Alan N. Hoffman, Charles E. Bamford. (2017), Strategic Management and Business Policy, 15th. Pearson, p.832, [ISBN: 0134525779].	
<i>Supplementary Book Resources</i>	
<p>Gerry Johnson, Richard Whittington, Patrick Regner, Kevan Scholes, Duncan Angwin. (2017), Exploring Strategy Text and Cases, 11th. Pearson Education, [ISBN: 9781292145129].</p> <p>Robert M. Grant. (2016), Contemporary Strategy Analysis, 9th. John Wiley & Sons, p.776, [ISBN: 1119120845].</p> <p>Stephen Cummings, Duncan Angwin. (2015), Strategy Builder, 1st. John Wiley & Sons, p.336, [ISBN: 1118707230].</p> <p>Henry Mintzberg, Joseph Lampel, James Brian Quinn, Sumantra Ghoshal. (2013), The Strategy Process, 5th. Pearson/Education, p.722, [ISBN: 9780273716280].</p> <p>Mike W. Peng. (2013), Global Strategic Management, 3rd. Thomson South-Western, p.560, [ISBN: 1133953263].</p> <p>Fred R. David. (2013), Strategic Management, 10th. Cengage Learning, [ISBN: 0273767607].</p> <p>Charles Hill, Gareth Jones. (2012), Strategic Management: An Integrated Approach, 10th. Cengage Learning, p.960, [ISBN: 111182584X].</p> <p>DeWit, B. & Meyer, R., 2010. Strategy Synthesis: Resolving Strategy Paradoxes to Create Competitive Advantage 3rd ed., Thomson Learning..</p>	
<i>Supplementary Article/Paper Resources</i>	
<p>McKinsey Global Institute. (2019), Globalization in transition: The future of trade and value chains, https://www.mckinsey.com/featured-insights/innovation-and-growth/globalization-in-transition-the-future-of-trade-and-value-chains</p> <p>McKinsey Quarterly. (2013), The art of strategy, https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/the-art-of-strategy</p> <p>Harvard Business Review.</p> <p>Academy of Management Perspectives.</p> <p>MIT Sloan Management Review.</p> <p>International Journal of Operations and Production Management.</p>	
<i>This module does not have any other resources</i>	
Discussion Note:	