

H8SMA: Strategic Management

Module Code:	H8SMA
Long Title	Strategic Management APPROVED
Title	Strategic Management
Module Level:	LEVEL 8
EQF Level:	6
EHEA Level:	First Cycle
Credits:	10
Module Coordinator:	DESMOND GARGAN
Module Author:	Neasa Sherry
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	Categorise the range of strategic issues faced by organisations in specific contextual conditions.
LO2	Distinguish the effect that different external and internal factors have on the organisation and the strategy process.
LO3	Critique and integrate the findings of different analytical tools when applied to a specific business situation
LO4	Develop an overview of the strategic position of an organisation in a given business situation and formulate strategic choices.
LO5	Develop a reflective approach to analyse and evaluate strategic situations.
Dependencies	
Module Recommendations	
No recommendations listed	
Co-requisite Modules	
No Co-requisite modules listed	
Entry requirements	As per programme requirements (outlined in 4.2.2 Minimum requirements for general learning)

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Module Content & Assessment			
Indicative Content			
The Strategy Process Introduction to key concepts Strategy formulation vs. Strategy formation Strategy as a pattern, plot, plan, position and perspective.			
The Business Environment Macro environmental drivers for change. The PESTEL framework The competitive environment Porters 5-Forces model			
Strategic Capability Resources and Competences. The Resource-Based View. Sustainable competitive advantage			
Strategic Position SWOT analysis			
Strategic Purpose Corporate governance. Stakeholder expectations. Corporate social responsibility			
Corporate-level and international strategy Organisational structure and corporate configuration. Strategic Business Units portfolio management			
Business-level strategy Strategic business units. Generic strategies. Competition and/or collaboration, employee development			
Assessment Breakdown			%
Coursework			50.00%
End of Module Assessment			50.00%
Assessments			
Full Time			
Coursework			
Assessment Type:	Continuous Assessment	% of total:	50
Assessment Date:	n/a	Outcome addressed:	1,2,3,4,5
Non-Marked:	No		
Assessment Description: All learning activities are centred on a comprehensive case study which depict a company with specific strategic issues. At the outset, students are presented with the problem of analysing the case study from a variety of viewpoints each one based on a particular analytical framework from the subtopics in the course content. Each assignment takes the form of a review (exam-like) question, which needs to be addressed analysing the case study from a particular viewpoint.			
End of Module Assessment			
Assessment Type:	Terminal Exam	% of total:	50
Assessment Date:	End-of-Semester	Outcome addressed:	1,2,3,4,5
Non-Marked:	No		
Assessment Description: Final Examination, which will involve the same series of analyses run during the coursework, but on a fresh case study, provided in advance for preparation. The exam will be 3 hours in duration and will consist of two essay question in which students present the findings of the analysis carried out on the case study.			
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>			
Reassessment Description Repeat assessment will be a single piece of assessment covering all learning outcomes which will be designed when required by the member of faculty taking the module.			

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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	Classroom and demonstrations	36	Per Semester	3.00
Independent Learning	Independent learning	214	Per Semester	17.83
Total Weekly Contact Hours				3.00

Module Resources	
<i>Recommended Book Resources</i>	
<p>Grant, R. (2021), Contemporary Strategy Analysis, 11th Edition, Wiley.</p> <p>De Wit, B. (2020), Strategy, an international perspective, 7th Edition. Cengage.</p> <p>Grant, R., Jordan, J. (2015), Foundations of Strategy, 2nd Edition, Wiley.</p>	
<i>Supplementary Book Resources</i>	
<p>Mintzberg, H. (1987), Crafting Strategy, 65, 66-75, Harvard Business Review.</p> <p>ANDREWS, K. R. (1980), The concept of corporate strategy, Homewood, Ill, R.D. Irwin.</p> <p>Barney, J. (1991), Firm Resources and Sustained Competitive Advantage, 17, 1, p. 99., Journal of Management.</p> <p>Porter, Michael E. (2008), The Five Competitive Forces That Shape Strategy, special Issue on HBS Centennial, Harvard Business Review 86, p.78–93.</p>	
<i>This module does not have any article/paper resources</i>	
<i>This module does not have any other resources</i>	
Discussion Note:	