<table>
<thead>
<tr>
<th>MODULE CODE</th>
<th>BEM3004</th>
<th>MODULE LEVEL</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>MODULE TITLE</td>
<td>Business Strategy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LECTURER(S)</td>
<td>Mr. Alex Janes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CREDIT VALUE</td>
<td>30</td>
<td>ECTS VALUE</td>
<td>15</td>
</tr>
<tr>
<td>PRE-REQUISITES</td>
<td>One of BEM1005, BEM1007, BEM1007A, BEA1005, BEA1006 and one of BEM2013, BEM2016, BEA2001, BEA2003</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CO-REQUISITES</td>
<td>None</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DURATION OF MODULE</td>
<td>Two Semesters</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| TOTAL STUDENT STUDY TIME | 300 hours: 36 hours of contact through a mix of lectures and tutorials, plus 264 hours of private study, including extensive web-based reading, unassessed assignments and on-line discussions. |

**AIMS**

The aims of this module are to:

- understand the 21st century competitive landscape from a strategic management perspective and to assess how global and technological influences shape it
- develop the ability to analyse strategic issues from a number of broad functional perspectives
- study strategic competitiveness, competitive advantage, strategic intent and strategic mission, and evaluate their contribution to the strategic management process
- formulate strategies, provide implementation plans and evaluate cross-functional decisions that facilitate the achievement of organisational objectives

**INTENDED LEARNING OUTCOMES (ILO's)**

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

**Module Specific Skills:**

1. recognise the different models of, and approaches to, strategic management, and interpret these as bases of strategic choice
2. demonstrate a critical knowledge of selected strategy literature

**Discipline Specific Skills:**

3. analyse an organisation’s competitive environment, evaluate competitive positions, and identify core competences
4. assess strategic choices through the application of appropriate strategic models
5. establish evaluation processes of strategic decisions

**Personal and Key Skills:**

6. present and defend strategic analyses based on case material, desk research and research in the marketplace
7. document strategic recommendations in written reports
8. feedback on others’ strategic analyses in a constructive manner

**LEARNING/TEACHING METHODS**

The course is taught through lectures, tutorials, discussion sessions, web based reading and case studies. Short and long case studies will be available on the web and students will be required to answer specific questions based on these. Students will be expected to review the strategies of a wide range of organisations using the web. Lectures will take place in the first semester with tutorials in both semesters. The module examination is taken in January. Presentation assignments will be in the second semester.

**ASSIGNMENTS & ASSESSMENTS**

<table>
<thead>
<tr>
<th>Formative or % Contribution</th>
<th>Form of Assessment</th>
<th>Size of the assessment e.g. duration/length</th>
<th>ILO’s assessed by this assessment</th>
<th>Feedback method</th>
</tr>
</thead>
<tbody>
<tr>
<td>Formative</td>
<td>Tutorials requiring preparation</td>
<td>13 x 1 hour tutorials</td>
<td>1, 2, 3, 4, 5, 8</td>
<td>Verbal and peer feedback in tutorial</td>
</tr>
<tr>
<td>40%</td>
<td>Group (groups of 5-7 students) case study presentation and report</td>
<td>2,500 words and 15 minute presentation (per group of students)</td>
<td>1, 3, 4, 5, 6, 7, 8</td>
<td>Comments on paper, feedback to group from lecturer and also peers in tutorial group.</td>
</tr>
<tr>
<td>60%</td>
<td>Examination</td>
<td>3 hours</td>
<td>1, 2, 3, 5</td>
<td>As requested</td>
</tr>
</tbody>
</table>

**SYLLABUS PLAN**
The lectures will cover: the nature, process, content, context and purpose of strategy formulation, industry analysis: a study of the external environment and market based strategies; business, corporate and network level strategies: strategic capability and the resource-based view, organisational factors and competence based strategies; operations strategy and strategic options; quality and benchmarking in strategy formulation; technology strategic management; new product development and innovation; organisational and international content; schools of strategy formation; a critical analysis of the strategy literature.

INDICATIVE LEARNING RESOURCES

*Indicative basic reading list:*

Core text above, plus one or more of the following


*Indicative web based resources e.g. Webct:*
- WebCT based discussion forums

**DATE OF LAST REVISION** 10th September 2009