

Module Title:	Strategic Management
Language of Instruction:	English
Credits:	10
NFQ Level:	8
Module Delivered In	No Programmes
Teaching & Learning Strategies:	The classes will deliver relevant theory supported by relevant examples. Students will review current happenings from Irish and International businesses as part of their course work. Further students will be asked apply their knowledge as well as utilise relevant models and tools of analysis to case studies.
Module Aim:	To develop a student's knowledge of strategy concepts and their application. To specifically develop a framework of analysis to enable a student to identify central issues and problems in complex business scenarios and to suggest alternative courses of action and to present well-supported recommendations for future action. To further allow a student to integrate and reflect on knowledge of various disciplines.
Learning Outcomes	
<i>On successful completion of this module the learner should be able to:</i>	
LO1	Evaluate the notion of strategy and the strategy process.
LO2	Undertake a comprehensive analysis of an organisations strategic position.
LO3	Select, support and evaluate the choice of appropriate strategies for an organisation detailing the strategy, direction and method.
LO4	Evaluate salient issues of implementation.
Pre-requisite learning	
Module Recommendations <i>This is prior learning (or a practical skill) that is recommended before enrolment in this module.</i>	
No recommendations listed	
Incompatible Modules <i>These are modules which have learning outcomes that are too similar to the learning outcomes of this module.</i>	
No incompatible modules listed	
Co-requisite Modules	
No Co-requisite modules listed	
Requirements <i>This is prior learning (or a practical skill) that is mandatory before enrolment in this module is allowed.</i>	
No requirements listed	

Module Content & Assessment

Indicative Content

Introduction to Strategic Management

• The strategy concept • Introduction to strategic management • Strategic planning process • Strategic analysis, choice and implementation
• Implications of strategy development: intended and realised strategies, strategic drift, strategic management in uncertain and complex conditions.

Strategic Analysis

• The business environment: strategic environmental appraisal, PESTEL, drivers of change, impact of environmental influences, scenarios, opportunities and threats, strategic gaps, Porters Diamond. • Industry and competitive analysis: five forces, strategic groups, market analysis, customer analysis. • Strategic capability: competitive advantage, critical success factors, resources, competencies and core competencies, benchmarking, value chain analysis, experience curve, activity maps. • Context of the organisation: mission statement, objectives, strategies, ownership, history and structure, strategic business units, functions, SWOT. • Cultural context: organisational, national, regional context, cultural web, 7 S model. • Stakeholder: corporate governance, stakeholder expectations, social responsibility and ethics.

Strategic Choice

• Selecting a strategy, Generic strategy options, Bowman's strategy clock. • Strategies for stages in the industry life cycle. • Directions for strategy development: protect and build, product development, market development, diversification. • Methods of strategy development: organic, acquisitions, divestments, joint ventures, strategic alliances, mergers, value added partnerships. • Identifying criteria for strategic evaluation: suitability, acceptability, feasibility. • Corporate and international level choices: product diversity, international diversity, corporate parenting roles. • Portfolio analysis: portfolio management, BCG, directional policy matrix, parenting matrix.

Strategic Implementation

• Organisational structure and design: structural types, matching strategic choice and organisational structure. • Management strategy: management styles, strategy and corporate leadership. • Managing strategic change: diagnosing the change situation, change management. • Strategic control: control types, milestones. • Approaches to strategy development: intended strategy development, emergent strategy development, multiple processes of strategy development, strategy development methods.

Assessment Breakdown	%
Continuous Assessment	30.00%
End of Module Formal Examination	70.00%

Continuous Assessment

Assessment Type	Assessment Description	Outcome addressed	% of total	Assessment Date
Essay	Written Assignment - Provide an analysis of the business environment and capabilities of a chosen company	1,2	20.00	n/a
Case Studies	Written Assignment – case study analysis of strategic choices and implementation issues.	3,4	10.00	n/a

No Project

No Practical

End of Module Formal Examination

Assessment Type	Assessment Description	Outcome addressed	% of total	Assessment Date
Formal Exam	Final Examination	1,2,3,4	70.00	End-of-Semester

SETU Carlow Campus reserves the right to alter the nature and timings of assessment

Module Workload

Workload: Full Time		
<i>Workload Type</i>	<i>Frequency</i>	<i>Average Weekly Learner Workload</i>
Lecture	30 Weeks per Stage	3.00
Independent Learning	30 Weeks per Stage	3.67
Total Hours		200.00

Workload: Part Time		
<i>Workload Type</i>	<i>Frequency</i>	<i>Average Weekly Learner Workload</i>
Lecture	Every Week	1.50
Independent Learning	Every Week	3.00
Total Hours		4.50

