



Title:	Strategic Thinking APPROVED
Long Title:	Strategic Thinking
Module Code:	MGMT9034
Duration:	1 Semester
Credits:	5
NFQ Level:	Expert
Field of Study:	Business & Management
Valid From:	Semester 1 - 2018/19 (September 2018)
Module Delivered in	4 programme(s)
Module Coordinator:	Pio Fenton
Module Author:	Pio Fenton
Module Description:	This module covers the concepts, theories and techniques on which strategic management is based and explores their application in a wide range of international business settings. It aims to expand the student's perspective to wider issues, such as opportunities and growth over medium and long terms.
Learning Outcomes	
<i>On successful completion of this module the learner will be able to:</i>	
LO1	Interpret and evaluate strategic management concepts and approaches in various international organisational settings.
LO2	Appraise business level and corporate level strategies in relation to competitive and global environmental changes.
LO3	Develop and implement strategic management approaches in globally interactive dynamic environments.
LO4	Defend both their evaluation and recommendations of strategic issues.
LO5	Critically interpret, analyse and evaluate key aspects of the learning process, from the student's own personal perspective.
Pre-requisite learning	
Module Recommendations	
<i>This is prior learning (or a practical skill) that is strongly recommended before enrolment in this module. You may enrol in this module if you have not acquired the recommended learning but you will have considerable difficulty in passing (i.e. achieving the learning outcomes of) the module. While the prior learning is expressed as named MTU module(s) it also allows for learning (in another module or modules) which is equivalent to the learning specified in the named module(s).</i>	
Incompatible Modules	
<i>These are modules which have learning outcomes that are too similar to the learning outcomes of this module. You may not earn additional credit for the same learning and therefore you may not enrol in this module if you have successfully completed any modules in the incompatible list.</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. You may not enrol on this module if you have not acquired the learning specified in this section.</i>	
No requirements listed	

Module Content & Assessment

Indicative Content

Introduction to the Strategic Management course

Strategic Management process, Corporate Visions, Mission Statements, Strategic Leadership.

Environmental Scanning and Industry Analysis

Competitive Forces, Strategic Group Analysis, Industry Lifecycle Analysis, Macro environment.

Internal Scanning and Organisational Analysis

Roots of Competitive Advantage - distinctive competencies, resources & capabilities. Generic Building Blocks of Competitive Advantage, Value Chain Analysis, Durability of Competitive Advantage.

Business Level Strategies

Various strategies a company can use to compete effectively in a business and an industry.

Corporate Strategy

Horizontal Integration, Vertical Integration, Strategic Outsourcing, Diversification, Internal New ventures & Acquisitions

Understanding Organisational Cultures

Strategy and culture

Assessment Breakdown

%

Course Work

100.00%

Course Work

Assessment Type	Assessment Description	Outcome addressed	% of total	Assessment Date
Presentation	Weekly individual presentations & short report on a strategic management journal article.	1,2,3,4	25.0	Every Week
Other	Group case study analysis and presentation	1,2,3,4	50.0	Week 8
Reflective Journal	The student will reflect on the learning event and exercise their judgment about the content and the processes of learning.	5	25.0	Week 13

No End of Module Formal Examination

Reassessment Requirement

Coursework Only

This module is reassessed solely on the basis of re-submitted coursework. There is no repeat written examination.

The institute reserves the right to alter the nature and timings of assessment

Module Workload

Workload: Full Time				
<i>Workload Type</i>	<i>Workload Description</i>	<i>Hours</i>	<i>Frequency</i>	<i>Average Weekly Learner Workload</i>
Lecture	Class based instruction	2.0	Every Week	2.00
Independent Learning	Self learning by student	5.0	Every Week	5.00
Total Hours				7.00
Total Weekly Learner Workload				7.00
Total Weekly Contact Hours				2.00

Workload: Part Time				
<i>Workload Type</i>	<i>Workload Description</i>	<i>Hours</i>	<i>Frequency</i>	<i>Average Weekly Learner Workload</i>
Lecture	Class based instruction	2.0	Every Week	2.00
Independent Learning	Self learning by the student	5.0	Every Week	5.00
Total Hours				7.00
Total Weekly Learner Workload				7.00
Total Weekly Contact Hours				2.00

Module Resources

Recommended Book Resources

- Robert M. Grant, Judith Jordan, 2012, *Foundations of Strategy*, 1st Ed., Wiley UK [ISBN: 978-0470971277]

Supplementary Book Resources

- Gareth R. Jones, Charles W.L. Hill. 2014, *Theory of strategic management*, 10th Ed., South Western Cengage Learning [ISBN: 978-1-133-58465-0]
- Gerry Johnson, Kevan Scholes & Richard Whittington 2011, *Fundamentals of Strategy*, 2nd Ed., Pearson [ISBN: 9780273757252]

Recommended Article/Paper Resources

- Mintzberg, Henry 1987, *Crafting Strategy*, Harvard Business Review
- Hambrick & Fredrickson 2005, *Are you sure you have a strategy?*, Academy of Management Executive
- Porter 1996, *What is Strategy?*, Harvard Business Review
- Hamel & Prahalad 1990, *The Core Competence of the Corporation*
- Barney, J 1986, *Organisational Culture: Can it be a Source of Sustained Competitive Advantage?*, Academy of Management Review

Other Resources

- Website: *Strategic Management Journal*
<http://smj.strategicmanagement.net/>
- Website: *Journal of International Business*
<http://www.palgrave-journals.com/jibs/index.html>
- Website: *Academy of Management Review*
<http://aom.org/Publications/AMR/Academy-of-Management-Review.aspx>
- Website: *Journal of Management*
<http://jom.sagepub.com/>
- Website: *Business Strategy Review*
[http://onlinelibrary.wiley.com/journal/10.1111/\(ISSN\)1467-8616](http://onlinelibrary.wiley.com/journal/10.1111/(ISSN)1467-8616)
- Website: *Journal of Business Strategy*
<http://www.emeraldinsight.com/journal/jbs>
- Website: *Irish Journal of Management*
<http://iamireland.ie/journal.html>
- Website: *Harvard Business Review*
<https://hbr.org/>
- Website: *Sloan Management Review*
<http://sloanreview.mit.edu/>
- Website: *California Management Review*
<http://cmr.berkeley.edu/>

Module Delivered in

Programme Code	Programme	Semester	Delivery
CR_KCYMN_9	<u>Master of Science in Cybersecurity Management</u>	1	Elective
CR_BIBUS_9	<u>Master of Science in International Business</u>	1	Mandatory
CR_KCYMT_9	<u>Postgraduate Diploma in Science in Cybersecurity Management</u>	1	Elective
CR_BINBU_9	<u>Postgraduate Diploma in Science in International Business</u>	1	Mandatory