

## **BUSI60039: Business Strategy**

---

**Penny Hoffman-Becking**

E: p.hoffmann-becking@imperial.ac.uk

### **OFFICE HOURS**

By appointment



### **MODULE DESCRIPTION**

The goal of this module is to learn the fundamentals of how to manage organisations strategically. Business strategy asks the central question: why do some companies succeed while others fail? The module will provide you with the concepts, principles, frameworks and methodologies necessary to analyse and understand how to formulate and implement the appropriate policies and strategies for a firm. In order to do so, you will be taking a general management perspective in this module and will think of how each action, decision or event will affect the firm as a whole. By the end of this module, you should be able to apply module concepts to analyse firms.

### **LEARNING OUTCOMES**

By the end of this module, you will be able to:

- Analyse, appraise, and interpret the external and internal environments of various types of firms
- Outline the current strategic position of firms and identify the key strategic challenges they face
- Apply concepts and frameworks to discover strategic options
- Produce appropriate future strategies for firms to respond to their challenges and opportunities

### **MODULE CONTENT**

The module covers key concepts and frameworks relating to business strategy and corporate strategy, including:

- An overview of business strategy, including different strategy "lenses"
- Analysis of the business environment
- Industry analysis
- Generic strategies and dimensions of competitive advantage
- Resources and capabilities and strategic fit
- Innovation and strategy in technology-based industries
- Industry evolution and change
- Corporate strategy, including vertical integration, diversification, M&A and alliances

- Global strategy and internationalisation

The module will include case studies and real-world examples to illustrate how the theory can be applied to generate insights and formulate strategy.

### **TEACHING METHODS**

Teaching is delivered by 10 x 2 hour sessions. Sessions will normally be based on a combination of lectures, class discussion, guest talks and case study analysis. This approach encourages the achievement of the various module learning outcomes by ensuring the acquisition of knowledge and facts, as well as the development of critical appreciation of the learnt theory and concepts and how these can be applied to real-world contexts.

### **ASSESSMENTS**

The module will be assessed by:

- Final Exam 70%
- Coursework 30%