

EVNT B8005: Strategic Management

Module Details	
Module Code:	EVNT B8005
Full Title:	Strategic Management APPROVED
Valid From::	Semester 1 - 2017/18 (September 2017)
Language of Instruction:	English
Duration:	1 Semester
Credits::	5
Module Owner::	Karen Commins
Departments:	Unknown
Module Description:	<p>This module introduces students to fundamental strategic management principles in a tourism, hospitality and events context and brings theory to life by integrating a host of industry based case-studies.</p> <p>Students taking this module present and defend opinions by making judgement about information related to strategic management. Students will further appraise and evaluate the entire strategic process.</p>

Module Learning Outcome	
On successful completion of this module the learner will be able to:	
#	Module Learning Outcome Description
MLO1	Analyse the external and internal environment.
MLO2	Critically analyse competitive strategy and strategic direction.
MLO3	Appraise the strategic implementation process.
MLO4	Conduct an evaluation of the international market entry strategies for tourism, hospitality and events organisations: theory and practice in a globalised economy.
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 DkIT 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>	
No recommendations listed	

Module Indicative Content
Introduction to Strategy What is Strategy and why is it important. Strategy and Strategic Objectives. The Strategic Process
Internal and External Environments Analysing the external environment and SWOT
Strategic Selection Competitive strategy, strategic direction, methods and evaluation
Strategic Implementation and strategy in theory and practice Strategic implementation for tourism, hospitality and events. International and global strategies

Module Assessment	
Assessment Breakdown	%
Course Work	50.00%
Final Examination	50.00%

Module Special Regulation

Assessments

Full Time On Campus

Course Work			
Assessment Type	Project	% of Total Mark	50
Marks Out Of	0	Pass Mark	0
Timing	Week 11	Learning Outcome	1,3
Duration in minutes	0		
Assessment Description Students will be required to individually analyse the internal and external environment of a pre-seen case-study, and make recommendations for strategic selection and implementation to achieve competitive advantage.			

No Project

No Practical

Final Examination			
Assessment Type	Formal Exam	% of Total Mark	50
Marks Out Of	0	Pass Mark	0
Timing	End-of-Semester	Learning Outcome	2,3,4
Duration in minutes	0		
Assessment Description End of Semester Final Examination (Extended Essay-based Answers)			

Reassessment Requirement
A 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>

Module Workload

Workload: Full Time On Campus

Workload Type	Contact Type	Workload Description	Frequency	Average Weekly Learner Workload	Hours
Lecture	Contact	Through lectures you will study the process of strategic decision making in organisations. You will be encouraged to relate theory to current examples of strategy making and to analyse and review case studies and articles on real world strategic developments.	Every Week	2.00	2
Tutorial	Contact	Seminars based on international case studies and course resources drawn from a variety of international contexts. Students taking this module should expect to become more global in outlook and as a result enhance their employability in the domestic and international organisations.	Every Week	1.00	1
Directed Reading	Non Contact	Online forums to facilitate formative assessments, to encourage self and peer evaluation, self-development and learning. Help learners establish a network of experts, users, and other parties of interest.	Every Week	2.00	2
Independent Study	Non Contact	Learners will be required to review material covered in lecturers and research independently	Every Week	3.00	3
Directed Reading	Non Contact	Prescribed reading to support and compliment indicative content delivered in Lectures	Every Week	1.00	1
Total Weekly Learner Workload					9.00
Total Weekly Contact Hours					3.00

Workload: Part Time On Campus

Workload Type	Contact Type	Workload Description	Frequency	Average Weekly Learner Workload	Hours
Lecture	Contact	Through lectures you will study the process of strategic decision making in organisations. You will be encouraged to relate theory to current examples of strategy making and to analyse and review case studies and articles on real world strategic developments.	Every Week	2.00	2
Tutorial	Contact	Seminars based on international case studies and course resources drawn from a variety of international contexts. Students taking this module should expect to become more global in outlook and as a result enhance their employability in the domestic and international organisations.	Every Week	1.00	1
Directed Reading	Non Contact	Online forums to facilitate formative assessments, to encourage self and peer evaluation, self-development and learning. Help learners establish a network of experts, users, and other parties of interest.	Every Week	2.00	2
Independent Study	Non Contact	Learners will be required to review material covered in lecturers and research independently	Every Week	3.00	3
Directed Reading	Non Contact	Prescribed reading to support and compliment indicative content delivered in Lectures	Every Week	1.00	1
Total Weekly Learner Workload					9.00
Total Weekly Contact Hours					3.00

Module Resources

Recommended Book Resources

Campbell, David J., Edgar, David, Stonehouse, George. (2011), Business strategy: an introduction, 3rd ed. Palgrave Macmillan 3rd ed, [ISBN: 9780230218581].

Evans, N. (2015), Strategic Management for Tourism Hospitality and Events, 2nd Edition. 15, Routledge, New York, p.689, [ISBN: 978-0-415-837].

Johnson, G., Scholes, K., and Whittingdon, R.. (2008), Exploring Corporate Strategy, 8th. Prentice Hall, [ISBN: 978-0273711919].

Johnson, G., Scholes, K., and Whittingdon, R.,. (2011), Exploring Strategy: Text & Cases (9th Edition), (9th Edition). Prentice Hall; 9 edition (July 31, 2011), [ISBN: 978-0273732020].

Olsen, Michael D., West, Joseph J., Tse, Eliza Ching-Yick. (2008), Strategic management in the hospitality industry, 3rd. Pearson Prentice Hall, [ISBN: 9780131196629].

Pitt, M. and Koufopoulos, D. (2012), Essentials of Strategic Management, 1st. 13, SAGE Publications, London, p.451, [ISBN: 9781849201865].

Thompson, Strickland, Gamble, Peteraf, Janes & Sutton. (2013), Crafting and Executing -The Quest for Competitive Advantage, European. McGraw- Hill Higher Education, Uk.

Supplementary Book Resources

Enz, Cathy A., Harrison, Jeffrey S. (2010), Hospitality strategic management: concepts and cases, 2nd. Wiley, [ISBN: 9780470083598].

Routledge. (2011), Handbook of hospitality strategic management, Routledge, [ISBN: 9780080450797].

Tribe, John. (2010), Strategy for tourism, Goodfellow, [ISBN: 9781906884079].

Recommended Article/Paper Resources

Agri Food Strategic Committee Implementation Plan. Agri Food Strategic Committee Implementation Plan, 2015,
https://www.agriculture.gov.ie/media/mig_ration/foodindustrydevelopmenttrademarks/agri-foodandtheeconomy/foodwise2025/FoodWise2025ImplementationPlan.pdf

Other Resources

Website, emeraldinsight.com/journals,
<http://www.emeraldinsight.com/journals>

Website, Cornell University. (2017), Centre for Hospitality Research,
<http://scholarship.sha.cornell.edu/chr/>

Website, The Case Centre. (2017), Learning with Cases,
<http://www.thecasecentre.org/students/>

Website, Emerald Insight. (2017), Business Management and Strategy, Emerald Insight,
<http://www.emeraldinsight.com/action/showPublications?category=10.1555%2Fcategory.40527610>