

## BUSI60039: Business Strategy

---



### Dr Penny Hoffman-Becking

E: [p.hoffmann-becking@imperial.ac.uk](mailto:p.hoffmann-becking@imperial.ac.uk)

Office Hours: Available 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"
- Industry analysis, complements and business ecosystems
- Competitive response
- Resources and capabilities and strategic fit
- Generic strategies and dimensions of competitive advantage
- The stakeholder view of strategy and the UN SDG impact on the business environment
- 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:

- Group Project 30%
- Final Examination 70%

### **Additional Information**

There will be some case study pre-reading for most of the lectures which students will be expected to complete so that they are prepared to discuss the case in small groups and in plenary during the lecture. The cases offer the opportunity to apply strategy concepts to real world companies.