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## MODULE DESCRIPTOR

### Module Title

Strategic Management Environment

|           |             |             |         |
|-----------|-------------|-------------|---------|
| Reference | BSM146      | Version     | 6       |
| Created   | March 2017  | SCQF Level  | SCQF 11 |
| Approved  | May 2017    | SCQF Points | 15      |
| Amended   | August 2017 | ECTS Points | 7.5     |

### Aims of Module

To provide an introduction to the strategic management environment and provide a basis for comprehensive study of strategic management in a range of contexts. To explore key constituents of the strategic management environment. To develop knowledge of and skills in the interpretation of the strategic management environment through an exploration of approaches and techniques which contribute to complex problem and opportunity identification in uncertain and dynamic business environments.

### Learning Outcomes for Module

On completion of this module, students are expected to be able to:

- 1 Interrogate and interpret the key constituents of the strategic management environment, evaluating the implications for organizational design and strategic development
- 2 Evaluate the relationship between the strategic environment and choice and decision-making options for strategic managers
- 3 Utilize clusters of analytical approaches, tools and techniques which underpin problem and opportunity identification in the strategic management environment
- 4 Investigate the relationship between the organization and its stakeholder groups, recognizing the potentially contradictory perspectives and notions of strategic value and purpose held by different interest groups

### Indicative Module Content

Defining the strategic management environment; the relationship between culture and the strategic environment; exploring different organizational contexts, including the public sector and not-for-profit; approaches to understanding the strategic business environment; analyzing and interpreting the wide external environment; analyzing and interpreting the operating and competitive environment; analyzing and interpreting the internal organizational environment, including organizational culture, orientation and style; analyzing factors influencing strategic choices, including organizational capability and allocation; strategy, organizational design and structure - the 'strategic architecture' of the firm; corporate and strategic governance; strategic leadership; ethics and corporate social responsibility.

**Module Delivery**

Weekly lectures introduce the core conceptual and theoretical discourse in the discipline, supported by tutorial activities to develop skills and application through case study analysis and development.

**Indicative Student Workload**

|  | Full Time | Part Time |
|--|-----------|-----------|
| Contact Hours  | 48        | 50        |
| Non-Contact Hours  | 102       | 100       |
| Placement/Work-Based Learning Experience [Notional] Hours                    | N/A       | N/A       |
| TOTAL  | 150       | 150       |
| <i>Actual Placement hours for professional, statutory or regulatory body</i> |           |           |

**ASSESSMENT PLAN**

If a major/minor model is used and box is ticked, % weightings below are indicative only.

**Component 1**

|              |                           |            |      |                    |            |
|--------------|---------------------------|------------|------|--------------------|------------|
| Type:        | Coursework                | Weighting: | 100% | Outcomes Assessed: | 1, 2, 3, 4 |
| Description: | Written Management Report |            |      |                    |            |

**MODULE PERFORMANCE DESCRIPTOR****Explanatory Text**

The module is assessed by one component: C1 - Coursework - 100% weighting. Module Pass Mark = Grade D (40%)

| Module Grade | Minimum Requirements to achieve Module Grade:                                  |
|--------------|--|
| <b>A</b>     | 70% or above   |
| <b>B</b>     | 60% - 69%  |
| <b>C</b>     | 50% - 59%  |
| <b>D</b>     | 40% - 49%  |
| <b>E</b>     | 35% - 39%  |
| <b>F</b>     | 0% - 34%   |
| <b>NS</b>    | Non-submission of work by published deadline or non-attendance for examination |

**Module Requirements**

|                          |                                 |
|--------------------------|---------------------------------|
| Prerequisites for Module | MBA Core Modules or equivalent. |
| Corequisites for module  | None.                           |
| Precluded Modules        | None.                           |

**ADDITIONAL NOTES**

The lecture series to be delivered as audiocasts for the online-distance-learning cohort, supplemented with additional textual information and tutorial activity support, as appropriate

**INDICATIVE BIBLIOGRAPHY**

- 1 JOHNSON, G., WHITTINGTON, R., SCHOLLES, K., ANGWIN, D. and REGNER, P., 2014. *Exploring strategy: text and cases*. 10th ed. Harlow: Financial Times/Prentice Hall. *ebook*.
- 2 MINTZBERG, H., LAMPEL, J. and AHLSTRAND, B., 2008. *Strategy bites back: it is a lot more and less than you ever imagined*. Harlow: Financial Times/Prentice Hall. *also e-book*.
- 3 GRANT, R.M., 2013. *Contemporary strategy analysis*. 8th ed. West Sussex, UK: John Wiley & Sons.
- 4 LYNCH, R., 2012. *Strategic management*. 6th ed. Harlow: Pearson. *ebook*
- 5 GRANT, R.M. and JORDAN, J., 2012. *Foundations of strategy*. West Sussex, UK: John Wiley & Sons.
- 6 BENSOUSSAN, B. and FLEISHER, C.S., 2013. *Analysis without paralysis: 12 tools to make better strategic decisions*. 2nd ed. New Jersey: Pearson.
- 7 ADDITIONAL READINGS: Financial Times Long Range Planning Business press in general DATABASES: Business Source Complete Emerald Science Direct.