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## MODULE DESCRIPTOR

### Module Title

Strategic Management

Reference	BSM147	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 a comprehensive over-view of the strategic management process in a range of contexts, integrating previous study across the range of management and business functions. To explore debates and issues in current strategic thinking and practice, supporting strategic problem and opportunity identification, analysis and decision-making in complex, dynamic environments. To evaluate the nature of strategic tensions and paradoxes which influence strategic development, orientation and style within the organization.

### Learning Outcomes for Module

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

- 1 Integrate understanding of functional aspects of management and explore their contribution to strategic management within organizations
- 2 Analyse debates and issues in current strategic management discourse, understanding the relationship between strategic theory and practice in problem and opportunity identification, analysis and decision-making in complex, dynamic environments.
- 3 Evaluate the nature of strategic tensions and paradoxes which influence strategic development, orientation, implementation and style, exploring the relationship between strategic action and consequences within the organisational setting.
- 4 Effectively analyse strategic issues within the organizational context, employing a range of approaches, techniques and tools, understanding the strengths and limitations of particular approaches in strategic choice and decision-making; apply the outcomes of strategic analysis within strategic decision-making process

### Indicative Module Content

An over-view of the strategic management process; levels of strategy; strategic thinking: rational and generative; Approaches to strategy formation; intended strategy and planning; emergent strategy and incrementalism; strategic orientation, the competitive perspective; the resource-based perspective; key elements in strategic implementation; putting strategic intention into practice - objectives and performance measures; strategic enablers and inhibitors; growth direction and concepts of performance

### 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. A competitive business simulation involving integrated manufacturing and multinational trading is a feature of this module. This involves small team groups that simulate 'boardroom decision making' with resulting corporate and implementation plans and reviews followed by group and individual review and analysis.

### Indicative Student Workload

	Full Time	Part Time
Contact Hours	90	66
Non-Contact Hours	60	84
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:	50%	Outcomes Assessed:	1, 2, 3
Description:	Individual Written report				

#### Component 2

Type:	Coursework	Weighting:	50%	Outcomes Assessed:	4
Description:	Team-based portfolio submission including reflection on business simulation				

### MODULE PERFORMANCE DESCRIPTOR

#### Explanatory Text

The Module is assessed by two components: C1 - Coursework - 50% weighting. C2 - Coursework - 50% weighting. Module Pass Mark = Grade D (40%)

Module Grade	Minimum Requirements to achieve Module Grade:
<b>A</b>	At least 70% on weighted aggregate and at least 35% in each component
<b>B</b>	At least 60% on weighted aggregate and at least 35% in each component
<b>C</b>	At least 50% on weighted aggregate and at least 35% in each component
<b>D</b>	At least 40% on weighted aggregate and at least 35% in each component
<b>E</b>	At least 35% on weighted aggregate
<b>F</b>	Less than 35% on weighted aggregate
<b>NS</b>	Non-submission of work by published deadline or non-attendance for examination

### Module Requirements

Prerequisites for Module	BSM146 Strategic Management Environment or equivalent.
Corequisites for module	None.
Precluded Modules	None.

**ADDITIONAL NOTES**

The lecture programme will be delivered as audiocasts for online-distance-learning students, supplemented with additional textual and tutorial support, as appropriate

**INDICATIVE BIBLIOGRAPHY**

- 1 DE WIT, B. and MEYER, R., 2014. *Strategy: an international perspective*. 5th ed. Andover: South Western Publishing
- 2 SENGE, P., 1990. *The fifth discipline: the art and practice of the learning organization*. New York: Century Business.
- 3 RUMELT, R., 2011. *Good strategy, bad strategy: the difference and why it matters*. London: Profile Books.
- 4 MINTZBERG, H., LAMPEL, J. and AHLSTRAND, B., 2009. *Strategy safari: the complete guide through the wilds of strategic management*. 2nd ed. Harlow: Financial Times/Prentice Hall.
- 5 JOHNSON, G., WHITTINGTON, R., SCHOLES, K., ANGWIN, D. and REGNER, P., 2014. *Exploring strategy, text and cases*. 10th ed. Harlow, UK: Pearson.
- 6 Journals: Harvard Business Review Long Range Planning Strategic Management Journal