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MODULE DESCRIPTOR

Module Title

Strategic Management

Reference	BSM218	Version	1
Created	January 2020	SCQF Level	SCQF 11
Approved	November 2020	SCQF Points	15
Amended		ECTS Points	7.5

Aims of Module

To provide learners an advanced understanding of strategic management and a comprehensive overview of the strategic management process in a range of contexts. To develop knowledge and skills of strategic management through an exploration of approaches and techniques which contribute to complex problem and opportunity identification and analysis in uncertain and dynamic business 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	Analyse debates and issues in current strategic management discourse, understanding the relationship between strategic theory and practice in problem and opportunity identification and analysis in complex, dynamic environments.
2	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.
3	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.
4	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.

Indicative Module Content

Defining strategic management; an over-view of the strategic management process; exploring different organizational contexts, including the public sector and not-for-profit; analyzing and interpreting the external environment; analyzing and interpreting the operating and competitive environment; analyzing and interpreting the internal organizational environment; analyzing factors influencing strategic choices; strategy, organizational design and structure - the 'strategic architecture' of the firm; corporate governance and strategic leadership; ethics, corporate social responsibility and sustainable development; strategic paradoxes and tensions; key elements in strategic implementation and performance measurement, evidence-based management and critical thinking.

Module Delivery

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

Indicative Student Workload

	Full Time	Part Time
Contact Hours	48	54
Non-Contact Hours	102	96
Placement/Work-Based Learning Experience [Notional] Hours	N/A	N/A
TOTAL	150	150
Actual Placement hours for professional, statutory or regulatory body		

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:
A	70% or above
B	60% - 69%
C	50% - 59%
D	40% - 49%
E	35% - 39%
F	0% - 34%
NS	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.

INDICATIVE BIBLIOGRAPHY

1	CLEGG, S., SCHWEITZER, J., WHITTLE, A., PITELIS, C., 2017.?Strategy: theory and practice.?3rd ed. London: SAGE.
2	GRANT, R.M., 2013. Contemporary strategy analysis. 8th ed. West Sussex, UK: John Wiley & Sons.
3	JOHNSON, G., WHITTINGTON, R., SCHOLES, K., ANGWIN, D., REGNER, P., 2017.?Exploring strategy.?11th ed. Harlow: FT/Prentice Hall.
4	LAMPEL, J.B., MINTZBERG, H., QUINN, J.B., GHOSHAL, S., 2014.?The strategy process: concepts, contexts, cases.?5th ed. Harlow: Pearson Education.
5	LYNCH, R., 2018.?Corporate strategy.?8th ed. Harlow: Pearson Education.