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MODULE DESCRIPTOR

Module Title

Strategic Management

Reference	BSM218	Version	2
Created	March 2021	SCQF Level	SCQF 11
Approved	November 2020	SCQF Points	15
Amended	June 2021	ECTS Points	7.5

Aims of Module

To enable students to evaluate the various drivers of sustainable strategic development and apply these in a range of strategic decision making contexts. In particular, students will analyse the nature of strategic tensions and paradoxes which influence strategic development, orientation and style within the organisation.

Learning Outcomes for Module

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

- 1 Analytically evaluate the impact of external factors on an organisation's strategic direction, with particular emphasis on uncertain and evolving global business environments.
- 2 Critically assess the strategic positioning of firms within an industry to established the determinants of value creation.
- 3 Critically evaluate the multiple interactions of an organisation with its various strategic stakeholders.
- 4 Identify the key tensions of the strategic decision making process with view to navigating the organisation towards strategic action.
- 5 Critically reflect on the role of organisational culture and workplace identity in the strategic decision making process.

Indicative Module Content

The chronological development of strategic thought; 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; assessing strategic tensions related to: strategic leadership, ethics, corporate social responsibility; sustainable development, globalisation, collaboration; notions of performance management; the politics of strategic decision making.

Module Delivery

Weekly lectures introduce the core conceptual and theoretical discourse in the discipline, supported by live workshop activities to develop skills and application through case study analysis and strategic role play.

Indicative Student Workload

	Full Time	Part Time
Contact Hours	48	48
Non-Contact Hours	102	102
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, 5
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.