

## MODULE DESCRIPTOR

### Module Title

Strategic Management

Reference	BSM218	Version	3
Created	August 2021	SCQF Level	SCQF 11
Approved	November 2020	SCQF Points	15
Amended	August 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**

Component 1 comprises 100% of the module grade. To pass the module, a D grade is required.

Module Grade	Minimum Requirements to achieve Module Grade:
<b>A</b>	A
<b>B</b>	B
<b>C</b>	C
<b>D</b>	D
<b>E</b>	E
<b>F</b>	F
<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.

**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.