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| MODULE TITLE | | Strategic Thinking and Analysis | | | |
| MODULE LEVEL | | 7 | | | |
| MODULE CREDIT POINTS | | 15 | | | |
| SI MODULE CODE (if known) | | 25-7K03-00C | | | |
| MODULE JACS CODE | | | | | |
| SUBJECT GROUP | | SG-44014 Strategic Management - O&M | | | |
| MODULE DELIVERY PATTERN (✓ as applicable or give dates for non-standard delivery) NB "Semester 3" ends on 31 July each year | | | | | |
| LONG (2 semesters) | | SHORT (1 semester) | | NON-STANDARD DELIVERY | |
| Sem 1 & 2 | | Sem 1 | | Start Date | Flexible Distance Learning Start date whenever student opts to start |
| Sem 2 & 3 | | Sem 2 | | End Date | Notified to student at start date - 15 weeks per 15 credit module |
| | | Sem 3 | | | |
| MODULE ASSESSMENT PATTERN (✓ as applicable - also complete Table A, Section 5, below) | | | | | |
| Single Module Mark with Overall Module Pass Mark of 40% | | | | | ✓ |
| Single Module Mark - Pass/Fail only | | | | | |
| Up to Three Assessment Tasks with Pass Mark of 40% for each Task and Overall Module Pass Mark of 40% | | | | | |
| Up to Three Assessment Tasks - Pass/Fail only | | | | | |
| Other - | | | | | |
| Overall Module Pass Mark if other than 40% (subject to approval) | | | | | % |
| MODULE INFORMATION (✓ as applicable - also complete Table A, Section 5) | | | | | |
| Is a timetabled examination required for the assessment of this module? | | | | | |
| Is a timetabled examination required for the reassessment of this module? | | | | | |
| Is the module delivered wholly by Distance Learning (ie. not timetabled at SHU) | | | | | ✓ |
| Are any staff who are responsible for teaching on this module non-SHU employees? | | | | | |
| MODULE STATUS (✓ as applicable to status of module in the context of current proposal) | | | | | |
| Unchanged: an existing module, presented as unchanged from previous years | | | | | |
| Modified: an existing module being modified as a result of this validation, eg. changes to delivery or assessment pattern, title, credit weighting etc | | | | | |
| New: new module to be approved through current validation process | | | | | ✓ |
| If status is 'Modified', please give date when modified version is to be available from | | | | Modified Version Available from N/A | |
| Breakdown of notional study hours by type (Typically requires 10 hours of notional study time for 1 CATS credit) | | Tutor-Led (Contact Hours) | Tutor-Directed Study | Self-Directed Study | TOTAL STUDY HOURS for this Module |
| | | | 30 | 120 | 150 |
| OTHER COURSES FEATURING THIS MODULE (please list below) | | | | | |
| None | | | | | |

1 AIM OF THIS MODULE

This module is designed to help you understand the theory of strategic management and, most importantly, to apply it so as to make sense of organisations' past strategies, current position, and then develop proposals on how they might develop in the future. The aims of the module link particularly to the concepts of the manager as change master and as analytical thinker.

2 BY ENGAGING SUCCESSFULLY WITH THIS MODULE YOU WILL BE ABLE TO

1. Understand the nature, characteristics and importance of strategic decisions and be able to apply this understanding to various organisational settings.
2. Demonstrate an appreciation of the strategic management process in a complex, ambiguous, diverse and changing environment.
3. Apply strategic management models and frameworks to appraise the key external and internal factors that impact on the strategic development of organisations.
4. Identify and evaluate alternative competitive strategies and develop innovative and creative strategic alternatives for future development.
5. Reflect upon the different ways in which strategy is created by and within organisations.

3 THESE ARE EXAMPLES OF THE CONTENT OF THE MODULE

Setting the scene

- What is strategy
- The nature of strategic decisions
- Content versus process issues

Critical reflection of strategic tools and techniques

- Environmental analysis
- Competitor and collaborator analysis
- Strategic capability analysis
- Power and culture

Evaluating strategic development options

- Alternative competitive strategies
- Role of corporate parent
- Strategic directions and methods
- Identifying/generating creative/innovative strategies
- Evaluation frameworks

Wider influences on strategy development

- Different perspectives on strategy
- Strategy making and strategic priorities

4 THESE ARE THE MAIN WAYS YOU WILL BE SUPPORTED IN YOUR LEARNING TO ACHIEVE THESE OUTCOMES

In line with the faculty's postgraduate framework, the approach to teaching, learning and assessment emphasises links to research and adopts the philosophy that assessment is intended to support learning. Support will be offered through contact with the module team (by email or by phone) during the period of study and in working on assessment, and the course administrator and course leader will also be available to offer guidance.

5 THESE ARE THE WAYS THAT WILL BE USED TO ENABLE YOU TO DEMONSTRATE YOU HAVE MET THE LEARNING OUTCOMES

This module will be assessed by means of one individual assignment, of a maximum of 5,000 words.

The assignment will require you to select an organisation you are familiar with (perhaps your own organisation) and undertake a strategic analysis of that organisation. You will then to identify a range of possible future strategic options for that organisation and evaluate those alternatives in order to identify the preferred future strategy. You will also need to identify and evaluate the strategy creation process within that organisation. The assignment will therefore assess all the learning outcomes specified for the module.

The pass level criteria are provided in the following table:

| Assessment Criterion | Pass |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Understand the nature, characteristics and importance of strategic decisions and be able to apply this understanding to various organisational settings | Recognise the meaning of strategy and strategic decisions within organisations |
| Demonstrate an appreciation of the strategic management process in a complex, ambiguous, diverse and changing environment | Articulate the complexity of strategic management and the strategic decision-making process within the selected organisation. |
| Apply strategic management models and frameworks to appraise the key external and internal factors that impact on the strategic development of organisations | Apply strategic management models and frameworks to generate some appraisal of the key external and internal factors that impact on the strategic development of the organisation |
| Identify and evaluate alternative competitive strategies and develop innovative and creative strategic alternatives for future development | Identify and evaluate alternative competitive strategies for the organisation, and develop strategic alternatives |
| Reflect upon the different ways in which strategy is created by and within organisations | Identify and analyse the way in which strategy is created by and within the organisation |

TABLE A: ASSESSMENT TASK INFORMATION

| ASSESSMENT TASK | % weighting of overall module mark | Duration of task / word count / length of exam | In-module retrieval available? | Individual task pass mark ONLY IF OVER 40%** |
|-----------------------|------------------------------------|------------------------------------------------|--------------------------------|----------------------------------------------|
| Individual assignment | 100 | 5,000 words | No | |

6 THIS IS HOW YOU WILL BE GIVEN FEEDBACK ON YOUR PERFORMANCE

Detailed written feedback (against the assessment criteria) on the individual assignment will normally be provided within three weeks of submission. Supplementary feedback will be provided as necessary via contact with tutors.

Prior to submission, tutors will be able to provide guidance relating to the choice of organisation for the assignment and to the full range of other issues that may arise in the development of the assignment.

7 THESE ARE EXAMPLES OF THE KEY LEARNING RESOURCES YOU WILL USE

The two key textbooks for use for this module will be:

- Johnson, G., Scholes, K & Whittington, R., *Exploring Corporate Strategy*, 8th edition 2008 Prentice-Hall.
- Mintzberg, H., Ahlstrand, B. and Lampel, J. (1998) *The Strategy Safari*: Prentice Hall

In addition to the textbooks, material for the module will be provided through a module Blackboard site which offers a sequence of activities, the sections of the module, with supporting material including readings (from e-books, digitalised texts or databases of academic articles), audio files and video files.

Supporting material on approaches to learning, on skills development and on personal development planning will be provided through a course Blackboard site from which the module sites can be accessed.

You will also be able to contact the module team (via email or phone) to seek guidance on your learning, and issues raised regularly by students will be posted as Frequently Asked Questions to help future learners.

FINAL TASK

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|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| According to the Assessment Strategy shown in the Module Descriptor, which task will be the LAST TASK to be taken or handed-in? (Give task number as shown in the Assessment Strategy) | Task No. 1 |
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MODULE REFERRAL STRATEGY

| | |
|----------------------------------------------------------|---|
| Task for Task (as shown for initial assessment strategy) | Y |
| Single Referral Package for All Referred Students | N |

REVISIONS

| Date | Reason |
|-------------|-----------------------------|
| July 2012 | Assessment Framework review |
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