

MODULE DESCRIPTOR

MODULE TITLE	Strategic Management in Action (FT)		
Module Code	44-7950-00S		
Level	7		
Credit Points	15		
Indicative Assessment Components & Percentage Weightings	100% coursework		
Pre-Requisite Modules (if applicable)	None		
Delivered according to Standard Academic Calendar YES	Long: 2 semesters NO	Short: 1 semester YES	Other delivery pattern:

1 MODULE AIMS

The 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 and current position, and develop proposals on how they might develop in the future.

This module aims to:

- provide you with an understanding of the nature of strategic management;
- introduce both the frameworks and techniques that support the strategic development process and the strategic challenges facing organisations;
- explore with you the range and complexity of internal and external influences upon organisations;
- develop your ability in formulating corporate and business strategies across a range of organisational contexts;
- provide you with the opportunity to reflect on how strategy is created in your current organisation (or one that is well known to you).

The aims and learning outcomes link particularly to the concepts of the manager as change master and as analytical thinker.

2 MODULE LEARNING OUTCOMES BY THE END OF THE 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/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 on the different ways in which strategy is created by and within organisations.

3 INDICATIVE LEARNING, TEACHING AND ASSESSMENT ACTIVITIES

The learning philosophy aims to encourage you to develop a critical and reflective approach to module content and achievement of learning outcomes.

During block workshops, keynote sessions (lectures/theoretical input) will be used to ensure that you understand relevant theory, tools, and practice. Study is underpinned by core textbooks and recommended readings, and is informed by relevant research.

Visiting lecturers will be used when possible to provide insight into best practice, or to offer their experiences as a catalyst to debate pertinent contemporary issues in the area of strategic management.

Seminar-type discussions and case study workshops will encourage you to share and compare experiences, apply theory to practice, and evaluate the effectiveness of the models and concepts introduced during the module.

Individual, small group and whole group exercises will offer a varied learning experience. This will allow you to reflect on your own learning preferences and consider how to make the most of your own knowledge, skills and attitudes to improve your strategic management capability in different organisational contexts.

A Blackboard site will be provided, which will contain learning materials, useful links to supporting information sources and references. It will also provide a facility for discussion boards and the sharing of information and resources.

The assessment will require the application of strategic management theory and concepts to real organisational contexts and include reflection on how strategy does/should occur in reality. This will involve an assessment of an organisation's current strategic position, the generation and evaluation of alternative strategic options and recommendations on future strategic developments. It will also involve reflection and evaluation on how strategy is created.

Formative feedback will be provided on workshop/seminar activities and presentations in order to help you in preparing for the formal assessment. Summative feedback will be provided in writing for both an assessed group presentation and an individual written assignment.

4 INDICATIVE MODULE CONTENTS / TOPICS

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 of strategy development

- Different perspectives on strategy
- Strategy making and strategic priorities

FURTHER INFORMATION ABOUT THIS MODULE

- **FURTHER / ADDITIONAL INFORMATION IS AVAILABLE TO SUPPORT THIS MODULE, INCLUDING ASSESSMENT CRITERIA DETAILING HOW YOUR PERFORMANCE IN THE MODULE WILL BE MEASURED, HOW YOU WILL RECEIVE FEEDBACK, DETAILS OF LEARNING RESOURCES AND KEY READINGS**
- **THIS INFORMATION CAN BE FOUND IN**
 - the module handbook
 - the module blackboard site
- **NOTE THAT THIS ADDITIONAL INFORMATION MAY BE SUBJECT TO CHANGE FROM YEAR TO YEAR**

