MODULE DESCRIPTOR

TITLE	STRATEGIC MANAGEMENT (BUSINESS AND FINANCE)			
SI MODULE CODE	25-6057-00L/S			
CREDITS	20			
LEVEL	6			
JACS CODE	N211 - Strategic Management			
SUBJECT GROUP	STRATEGIC MANAGEMENT - SBS			
DEPARTMENT	Management			
MODULE LEADER	Amanda Twiss/Mark Ellis			
NOTIONAL STUDY HOURS BY TYPE	Tutor-led	Tutor-directed	Self-directed	Total Hours
	36	72	92	200

MODULE AIM(S)

The module exists primarily to support students in making sense of the overall behaviour of the organisations in which they will work, integrating past and future studies and experience with each other. Specifically it aims to:

- help students understand the nature and significance of strategic management;

- introduce them to theories, insights and methods which help a manager to think strategically; give them an opportunity to integrate previous learning into a strategic setting; and

- provide students with the opportunity to reflect critically on their direct and indirect experience of the strategic behaviour of organisations.

MODULE LEARNING OUTCOMES

By engaging successfully with this module a student will be able to

1. Evaluate the role and nature of strategic management within different organisational types and in different contexts.

2. Apply appropriate academic principles in the critical evaluation of relevant theories, concepts and frameworks in the strategic management literature.

3. Use theory to identify and analyse the different strategies pursued or practiced by organisations.

4. Formulate strategic responses to managerial problems using the theories and concepts taught.

INDICATIVE CONTENT

These are examples of the content of the module

What is strategy and does it matter? Strategic management looks at the process by which organisations can generate strategies and ensure they have a good strategy in place at the right time. In doing this we investigate the meaning of strategy and we use Mintzberg, Ansoff and others to look at both prescriptive and emergent approaches to strategy and how companies can sometimes use a combination of these approaches to maximise their competitive advantage.

We use a range of models to tackle the difficult subject of the inter-relationship of important factors in an organisation's strategic management, such as power, the nature of its business, finance and the environment. This reflects and emphasises strategy as being primarily about the whole of an organisation and about synthesis (bringing together) rather than analysis (breaking situations down to study and understand them better).

Strategic Analysis. Analysis is nonetheless still needed in strategic management. It is concerned with understanding the organisation in relation to its changing environment and how this will affect the organisation. In particular what is the resource strength of the organisation in the context of these changes? What do stakeholders aspire to, and how does this affect the organisation's future?

Strategic Choice. The variety of strategic options available to organisations will be considered. Three aspects that must be addressed when developing strategies will be considered:

1. The way in which the firm is positioning itself - i.e. what is its competitive advantage?
2. The directions in which the firm could develop; and
3. The possible methods of development i.e. internally, by joint development or by acquisition.

We consider frameworks for evaluating the suitability (relevance to the strategic position), acceptability (to stakeholders) and feasibility (resource implications) of strategic options.

Strategy Implementation is concerned with the translation of strategy into action (but does not aim to develop the specialist skills needed in carrying out the operations implied by the strategy). We examine factors in managing strategic change, e.g. culture, organisational restructuring and management styles.

Alternative Perspectives on Strategy will review how strategic management occurs in practice. We will also consider differing viewpoints on managing strategy, e.g. the implications of complexity and uncertainty, the relative importance of factors such as culture, power, entrepreneurship, bureaucracy, or cognition.

LEARNING AND TEACHING METHODS

Students will be supported in their learning, to achieve the above outcomes, in the following ways

Strategic Management is notoriously ambiguous as an academic study and as a practice in the real world.

Over time we have developed incrementally an approach which produces high performance from students. This consists in a structured sequence of traditional lectures designed to help students handle the ambiguity and which outline the basic theory; and a series of varied seminars which enable students to work on the other learning outcomes, to synthesise concrete experience and theory and to confront the ambiguity.

Seminar contents include video and written case studies, group presentations and problem-solving, and class discussion, sometimes polemical. These are all used to promote skills in application, synthesis, reflection and evaluation.

Our summative assessment methods include coursework and examination.

ASSESSMENT STRATEGY AND METHODS

Task No.	Task Description	Task Type	Task Weighting %	Word Count / Duration	In-module retrieval available
1	Coursework	CW	40%	1600-2000 words	No
2	Examination	EX	60%	2 hours	No

ASSESSMENT CRITERIA

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 "LEARNING ON LINE" WHERE YOU WILL FIND A COPY OF THE MODULE HANDBOOK. YOU WILL ALSO BE GIVEN A HARD COPY OF THE MODULE GUIDE.

NOTE THAT THIS ADDITIONAL INFORMATION MAY BE SUBJECT TO CHANGE FROM YEAR TO YEAR

FEEDBACK

Feedback to students:

Formative feedback will be given throughout the module. Some examples of this are:

- comments from seminar tutors within the timetabled preparation and feedback workshops
- answers to questions and comments made in class
- the views of your peers in group discussions

You might also proactively seek feedback from peers, tutors, contacts at work or from your placement. Seeking feedback and acting upon it is one of the skills that will stand you in good stead in your working life so make sure you practice that skill wherever you can.

Summative feedback will be given on completion of your individual assessment task, using the grid at the end of the Module Assessment section. This will be written, but you have the opportunity to discuss this feedback with your seminar tutor at the feedback workshop.

Feedback from students:

The university requires student feedback to be obtained and evaluated for every module. The method used is a questionnaire usually issued towards the end of the year. The results of this are analysed and used in reviewing the modules for next year.

LEARNING RESOURCES (INCLUDING READING LISTS)

Core Text

There is a custom core text for the Strategic Management module.

Strategic Management Custom Text (henceforward known as 'SMCT')

this is adapted from:

G Johnson, R Whittington, K Scholes - Fundamentals of Strategy, 2nd edition, 2012, Pearson Education

and

G Johnson, R Whittington, K Scholes - Exploring Strategy, 9th edition, 2011, Pearson Education

Other reading is also suggested. All the reading material is available in the Learning Centre (Adsetts) either in physical form or via electronic versions.

There is a wide range of material available within the field of Strategic Management, far more than you could be expected to read. In this module, we are trying to provide you with a framework from which to explore the strategy subject area. Your understanding of this will benefit greatly from reading about alternative approaches and different views on the issues covered in lectures and seminars, and the reading list gives you a start on that.

Campbell D, Edgar D & Stonehouse G: *Business Strategy: An Introduction*, 2011, 3rd Edition, Palgrave Macmillan

Capon C: *Understanding Strategic Management*, 2008, Prentice Hall

David F R: *Strategic Management: Concepts and Cases*, 2013, 14th Edition, Pearson Education Limited

Grant R M: *Contemporary Strategy Analysis*, 2013, 8th Edition, John Wiley & Sons Ltd

Haberberg A & Rieple A: *Strategic Management: Theory and Application,* 2008, Oxford University Press

Lynch R L: *Strategic Management*, 2012, 6th Edition, Pearson Education Limited

Thompson J & Martin F: *Strategic Management: Awareness & Change,* 2010, 6th Edition, South Western Cengage Learning

You should also make use of a range of other reading material including Journals such as:

- **Business Strategy Review**
- **Harvard Business Review**
- **European Management Journal**
- **Journal of Business Strategy**
- **Long Range Planning Journal (Strategic Planning Society)**
- **Management Today**
- **Strategy + Business Magazine**
- **Strategy Magazine (Strategic Planning Society)**
- **Strategic Management Journal**

These all contain useful and accessible material and most are available via the Adsetts Centre. You should also pay attention to newspapers such as **The Times** and **The Guardian** that have a regular supply of excellent articles on strategic issues, and articles in **The Economist.**

We recommend that you make use of the databases available through the Learning Centre for additional materials, e.g. Emerald and Business Source Premier.

SECTION 2 'MODEL A' MODULE (INFORMATION FOR STAFF ONLY)

MODULE DELIVERY AND ASSESSMENT MANAGEMENT INFORMATION

MODULE STATUS - INDICATE IF ANY CHANGES BEING MADE

NEW MODULE	No
EXISTING MODULE - NO CHANGE	Yes
Title Change	No
Level Change	No
Credit Change	No
Assessment Pattern Change	No
Change to Delivery Pattern	No
Date the changes (or new module) will be implemented	n/a

MODULE DELIVERY PATTERN

Module Begins	Module Ends
08/Aug/2011	15/Apr/2012
17/Sep/2012	30/May/2012

Is timetabled contact time required for this module?	Yes

Are any staff teaching on this module non-SHU employees?	No

MODULE ASSESSMENT INFORMATION

Does the Module Require Either	
Overall Percentage Mark of 40%	Yes
Overall Pass / Fail Grade	No

FINAL TASK

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. 2

MODULE REFERRAL STRATEGY

Task for Task (as shown for initial assessment strategy)	Yes
Single Referral Package for All Referred Students	No