

## MODULE DESCRIPTOR

<b>MODULE TITLE</b>	Strategic Management (Business and Finance)		
<b>Module Code</b>	25-6057-00S/L		
<b>Level</b>	6		
<b>Credit Points</b>	20		
<b>Indicative Assessment Components &amp; Percentage Weightings</b>	Coursework 40% Exam 60%		
<b>Pre-Requisite Modules (if applicable)</b>	General business education to level 5		
<b>Delivered according to Standard Academic Calendar</b>	<b>Long: 2 semesters</b>	<b>Short: 1 semester</b>	<b>Other delivery pattern: <i>Please specify</i></b>
YES	YES	YES	

### 1 MODULE AIMS

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.

### 2 MODULE LEARNING OUTCOMES

On completion of the unit students should 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.

### 3 INDICATIVE LEARNING, TEACHING AND ASSESSMENT ACTIVITIES

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**

<b>Task No.</b>	<b><u>TASK DESCRIPTION</u></b>	<b>SI Code</b>	<b>Task Weighting %</b>	<b>Word Count / Duration</b>	<b>In-module retrieval available</b>
<b>1</b>	<b>Coursework</b>	<b>CW</b>	<b>40%</b>	<b>1,600-2,000 words</b>	<b>No</b>
<b>2</b>	<b>Exam</b>	<b>EX</b>	<b>60%</b>	<b>2 hours</b>	<b>No</b>

### 4 INDICATIVE MODULE CONTENTS / TOPICS

**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.

## **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 ON BLACKBOARD 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.**

**FINAL TASK**

<b>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)</b>	Task No. 2
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**MODULE REFERRAL STRATEGY**

<b>Task for Task (as shown for initial assessment strategy)</b>	Y
<b>Single Referral Package for All Referred Students</b>	N

**REVISIONS**

<b>Date</b>	<b>Reason</b>
April 2013	Minor Modification