MODULE SPECIFICATION

Code: UMXD4H-20-3 **Title:** Strategic Management **Version:** 1

Level: 3 **UWE credit rating:** 20 **ECTS credit rating:** 10

Module type: Standard

Owning Faculty: FBL **Field:** non modular (SIB)

Faculty Committee approval: QMAC **Date: 02.12.11**

Approved for Delivery by: Management Development Partnership Limited

Valid from: September 2011 **Discontinued from:**

Contributes towards: BSc (Hons) Business Management

Pre-requisites: None

Co-requisites: None

Excluded combinations:

Entry requirements:

<u>**Aim of module**</u>

The module aims to develop students' ability to critically examine how organisations develop and implement strategy to meet desired organisational outcomes that deal with the challenges, opportunities and threats in their external and internal environments.

Learning outcomes:

On successful completion of this module students will be able to:

– Understand and evaluate the strategic operating environment in both a national and international context. (B)
– Analyse long term planning decisions in relation to the competitive advantage of an organisation. (A)
– Evaluate the strategic choice decision for an organisation in the light of their competitive advantage.(A)
– Evaluate the implementation and success of a specific strategy for strategic change.(A)

Syllabus outline:

- Strategy and strategic management – definitions, concepts and perspectives; the scope and process of strategic management.

- The strategic environment – models to assess the macro and micro environment; issues of uncertainty; industry lifecycle; Porter's five forces; critical success and strategic industry factors.

- Strategic planning and analysis – stakeholder analysis; the power/interest matrix. The formulation of an organisation's vision, aims and objectives.

- Resource planning, capabilities, competences and the value chain – internal competences and the resource availability; the notion of value creation and the concept of portfolio analysis.

- Strategic choice – strategic and competitive advantage; strategies for gaining a sustainable competitive advantage.

- Strategic direction – Porter's framework; Ansoff's directional matrix; the lifecycle/portfolio matrix.

- Strategic methods – internalisation, alliances, mergers and acquisitions.

- Strategic evaluation – criteria for evaluating the effectiveness of strategies.

- Strategic implementation – strategic management and organisational culture; the cultural web.

- Strategic change management.

- Strategic risk management.

- Strategic leadership – concepts and evaluation; case studies of success and failure.

Teaching and learning methods:

The module is delivered over a twelve week period.

For students studying at specified colleges in the UK, lectures will be delivered by MDP's tutoring team and complemented by access to learning resources, namely:
   o each college is required to hold copies of the main textbooks in the ratio of one copy per five students, and any subsidiary textbooks in the ratio of one copy per ten students.
   o MDP's Virtual Learning Environment has links to a wide range of online resources
   o Students can access all the leading journals in business and management through an agreement with the Queen Mary, University of London library. The library is situated on the Mile End Road and is within walking distance for the majority of students.

The module is also offered in Distance Learning mode and an online version module is supported through the resources provided by MDP on the Virtual Learning Environment, and without recourse to any face-to-face tuition. To enable students to receive a learning experience equivalent to the face to face students, two additional features are included in the distance learning programme.
   o First, the course fee will include a one year subscription to 'Questia', an extensive online library. The subscription gives students full access to over 60,000 textbooks and more than 155,000 journal articles.
   o Second, MDP's Virtual Learning Environment will be used to host fortnightly discussion forums based on key readings and set activities. The Module Leader will provide a summary at the end of each session and all interactions will be monitored by the Programme Manager.

Reading Strategy

All students will be encouraged to make full use of the print and electronic resources available to them through the relevant level of membership of the University. These include a range of electronic journals and a wide variety of resources available through web sites and information gateways. The University Library's web pages provide access to subject relevant resources and services, and to the library catalogue. Many resources can be accessed remotely. Students will be presented with opportunities within the curriculum to develop their information retrieval and evaluation skills in order to identify such resources effectively.

The essential reading will be specified in the module handbook and on the Virtual Learning Environment at the start of the module. This is potentially subject to change at short notice and students should not purchase any text without the guidance of the module leader. Examples of the essential reading for this module may include:

Johnson, G., Whittington, R., and Scholes, K., (2011). *Exploring Strategy: Text and Cases.* Harlow: Pearson.

De Wit, B., and Meyer, R., (2010). *Strategy: Process, Content, Context.* Andover:Cengage Learning EMEA.

Indicative reading list

The following list is offered to provide validation panels/accrediting bodies with an indication of the type and level of information students may be expected to consult. As such, its currency may wane during the life span of the module specification. However, as indicated above, CURRENT advice on readings will be available via other more frequently updated mechanisms.

Clegg, S, Carter, C, Kornberger, M & Schweitzer, J (2011) *Strategy Theory and Practice.* Sage.

Grant, M (2009), *Contemporary Strategic* Analysis (Seventh Edition). Oxford: Blackwell

Assessment Strategy

The module is assessed through a combination of coursework, a written assignment submitted during the course of the module, **and** an end of module examination – an exam based on a pre-seen case study in which questions require students to apply concepts in practice and test students understanding and critical evaluation of theories of strategic management. Opportunities for formative feedback are built into module sessions.

Weighting between components A and B (standard modules only)   A: 70%   **B:** 30%

ATTEMPT 1

First Assessment Opportunity
Component A
Description of each element   **Element weighting**
1 Examination (3 hours)   FINAL   100%

Component B
Description of each element   **Element weighting**
1 Written assignment (max 2,000 words)   100%

Second Assessment Opportunity (further attendance at taught classes is not required)

Component A
Description of each element   **Element weighting**
1 Examination (3 hours)   100%

Component B
Description of each element   **Element weighting**
1 Written assignment (max 2,000 words)   100%

<u>EXCEPTIONAL</u> SECOND ATTEMPT (Retake): Attendance at taught classes is required.

Specification confirmed by …………………………………Date …………………………
(Associate Dean/Programme Director)