



Module Specification

Strategic Management

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Contents

Module Specification	1
Part 1: Information	2
Part 2: Description	2
Part 3: Teaching and learning methods	4
Part 4: Assessment.....	5
Part 5: Contributes towards	7

Part 1: Information

Module title: Strategic Management

Module code: UMXD4H-20-3

Level: Level 6

For implementation from: 2023-24

UWE credit rating: 20

ECTS credit rating: 10

Faculty: Faculty of Business & Law

Department: FBL Dept of Accounting Economics & Finance

Partner institutions: None

Delivery locations: Not in use for Modules

Field: BRISTOL BUSINESS SCHOOL - NON MODULAR

Module type: Module

Pre-requisites: None

Excluded combinations: None

Co-requisites: None

Continuing professional development: No

Professional, statutory or regulatory body requirements: None

Part 2: Description

Overview: Not applicable

Features: Not applicable

Educational aims: 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.

Outline syllabus: The syllabus includes:

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.

Part 3: Teaching and learning methods

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:

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.

MDP's Virtual Learning Environment has links to a wide range of online resources

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.

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.

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.

Module Learning outcomes: On successful completion of this module students will achieve the following learning outcomes.

MO1 Understand and evaluate the strategic operating environment in both a national and international context

MO2 Analyse long term planning decisions in relation to the competitive advantage of an organisation

MO3 Evaluate the strategic choice decision for an organisation in the light of their competitive advantage

MO4 Evaluate the implementation and success of a specific strategy for strategic change

Hours to be allocated: 200

Contact hours:

Independent study/self-guided study = 152 hours

Face-to-face learning = 48 hours

Total = 200

Reading list: The reading list for this module can be accessed at [readinglists.uwe.ac.uk](https://uwe.rl.talis.com/index.html) via the following link <https://uwe.rl.talis.com/index.html>

Part 4: Assessment

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.

Assessment components:

Examination (First Sit)

Description: Examination (3 hours) FINAL

Weighting: 70 %

Final assessment: Yes

Group work: No

Learning outcomes tested: MO2, MO3, MO4

Written Assignment (First Sit)

Description: Written assignment (max 2000 words)

Weighting: 30 %

Final assessment: No

Group work: No

Learning outcomes tested: MO1

Examination (Resit)

Description: Examination (3 hours)

Weighting: 70 %

Final assessment: Yes

Group work: No

Learning outcomes tested:

Written Assignment (Resit)

Description: Written assignment (max 2000 words)

Weighting: 30 %

Final assessment: No

Group work: No

Learning outcomes tested:

Part 5: Contributes towards

This module contributes towards the following programmes of study: