

UNIVERSITY OF WALES: TRINITY SAINT DAVID
PRIFYSGOL CYMRU: Y DRINDOD DEWI SANT

School of Business
Ysgol Busnes

Strategic Management
MBA Core Module
SBMA7103

Summer 2013

MODULE CODE: SBMA7103
TITLE: Strategic Management
DATED: 09/08/2012

LEVEL: 7
CREDITS: 20

JACS CODE: N211

AIM(S)

To provide a comprehensive understanding of the strategic management process for organisations, which integrates the other core modules and provides a platform for the practice or further study of business activities.

To provide the understanding and experience of current strategic thinking and practice which identifies corporate success, excellence and strategic leadership to contribute to innovative decision making at senior and corporate level.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to demonstrate the ability to:

1. Synthesise the relationship between the external context of an organisation and its internal context and their impact on its strategies.
2. Critically evaluate competitive and development strategies, in the context of contemporary strategic management issues.
3. Assess the factors that must be considered in strategy implementation.

INDICATIVE CONTENT

Over the course of this module students will undertake the study of strategic management through the analysis of case studies and current practice. Students will be encouraged to deal with complex systemic issues and relate their learning to relevant industry/business environments. Students will study the following:

- Strategic management in different contexts; to include small business, multinational corporations, manufacturing and services, public sector and not for profit.
- Strategic management in practice; to include the strategic position, strategic choices, strategy into action and development processes.
- Strategic analysis; to include macro environment analysis using pest and other frameworks, for example five forces framework, defining strategic groups and critical success factors.
- Resource, competence and strategic capability; to include how strategic capability contributes to competitive advantage. The strategic importance of resources, core competences and organisation capabilities.
- Stakeholder expectation and organisational purpose; to include the importance of governance stakeholder mapping. Critical assessment of ethical issues, sustainability, corporate social responsibility and their impact on strategic development.

- Assessment of organisational culture, structure and leadership, using appropriate academic theories and models and their impact on strategic implementation.
- Business level strategy and different methods of achieving sustainable competitive advantage.
- Corporate level strategy to include product diversity, international diversity, corporate parenting roles and portfolio management.
- Strategic evaluation and selection; to include generic strategies and the various strategic development methods available to organisations (internal, acquisition and alliance) and how to best manage change.

LEARNING AND TEACHING STRATEGY

Traditional and student-centred learning strategies will be employed to ensure a balance of theory and practice. A mix, therefore, of lectures, seminars, tutorials and workshops will be utilized to allow both a didactic and interactive learning experience for the student. Issues relating to the concepts, theories and techniques associated with assessing the business environment are suited to delivery during weekly lectures. Lectures will introduce the ideas and will allow students to engage in discussion on the application of these ideas to practical situations. However, for the further exploration of these topics and their application to real life practical, pathway specific situations and case studies, tutorials, seminars and workshops are the most appropriate strategy. In tutorials and workshops, students will work in groups and expand discussions in areas that are relevant to the opportunities and ideas that have been developed. Seminar presentations will be required, related to key areas of the syllabus. During tutorials and workshops, students will also have the opportunity and encouragement to apply the relevant issues to the given case organisation, and gain individual, formative feedback regarding them.

Teaching sessions will be interactive and will involve students in practical exercises, case study analysis and discussions. This will facilitate the development of analytical, evaluation, communication, team and leadership skills through self-directed discovery and peer assisted learning. The course will be augmented by online reviews, articles, readings, and discussions as appropriate.

	<u>Hours</u>
Lectures/Tutorials/Seminars	40
Directed/Independent Learning	<u>160</u>
TOTAL	<u>200</u>

ASSESSMENT**Assessment Component 1****Coursework 100%****Exemplar:**

Students are required to undertake the strategic analysis of an organisation culminating in appropriate recommendations for a new strategic approach, underpinned by relevant academic literature.

Total word count – 4000 words or equivalent

Assessment Criteria

Learning Outcomes	To achieve the learning outcome, the student must demonstrate the ability to:	Assessment Component(s)
1. Synthesise the relationship between the external context of an organisation and its internal context and their impact on its strategies	Work as an individual to research, write and structure a report. Analyse and critique issues in the application of strategic management to a specific case.	1
□ 2. Critically evaluate competitive and development strategies, in the context of contemporary strategic management issues.	Work as an individual to research, write and structure a report. Application and critical analysis to relevant organisation and critical appraisal of an organisations application of theory and strategic business models	1
3. Critique the factors that must be considered in implementing strategy.	Work as an individual to research, write and structure a report. Analyse complex issues and review sectional, functional, organizational and stakeholder interests within a strategic framework.	1

BIBLIOGRAPHY**Essential**

Johnson, G. and Scholes, K., *Exploring Strategy*, Harlow: FT Prentice Hall, 2011.

Weeks	Format of delivery	Topic
1	Lecture and Q and A	Introduction to Module & Assessment ‘What is Strategy?’ Reading Johnson, G.Whittington, R & Scholes, K. <i>Exploring Strategy</i> , 2011, 9 th edition Chapter 1
2	Lecture Tutorial / case study	The Environment Reading Johnson, G.Whittington, R & Scholes, K. <i>Exploring Strategy</i> , 2011 9 th edition Chapter 2 ‘The Environment’ Case study completion and presentation Global Forces and the European Brewing Industry’ pages 88-92
3	Lecture Tutorial/ presentations	Expanding the SWOT Reading Johnson, G.Whittington, R & Scholes, K. <i>Exploring Strategy</i> , 2011 9 th edition Chapter 3 ‘page 106’ Handout notes and activity on slides
4	Lecture Tutorial/ presentations	Strategic Capability and Core Competences Reading Johnson, G.Whittington, R & Scholes, K. <i>Exploring Strategy</i> , 9 th edition 2011 Chapter 3 Inside Dyson: A distinctive company’ page 115 Johnson, G.Whittington, R & Scholes, K. <i>Exploring Strategy</i> , 9 th edition 2011
5	Lecture Tutorial/ Case study	Expectation and Purpose (Stakeholder Engagement , Ethics & Culture) Reading Johnson, G.Whittington, R & Scholes, K. <i>Exploring Strategy</i> , 9 th edition 2011 Chapter 4 Stakeholder mapping at Tallman GmbH Johnson, G.Whittington, R & Scholes, K. <i>Exploring Strategy</i> , 9 th edition 2011 page 144 -145
6	Lecture	Culture and Strategy Johnson, G.Whittington, R & Scholes, K. <i>Exploring</i>

	Tutorial/ Case study	<i>Strategy</i>, 9th edition 2011 Chapter 5 Cultural Turnaround at Club Med Johnson, G.Whittington, R & Scholes, K. <i>Exploring Strategy</i>, 9th edition 2011 page 187-189
7	Lecture	Strategic choice (Business level strategy) Reading Johnson, G.Whittington, R & Scholes, K. <i>Exploring Strategy</i>, 9th edition 2011 Chapter 6 / 7
	Tutorial case study	‘Madonna: the Reigning Queen of Pop’ Johnson, G.Whittington, R & Scholes, K. <i>Exploring Strategy</i>, 9th edition 2011 page 226-228
8	Lecture	Strategic choice (Business level strategy) Reading Johnson, G.Whittington, R & Scholes, K. <i>Exploring Strategy</i>, 9th edition 2011 Chapter 10 Virgin the global entrepreneur
	Tutorial case study	Johnson, G.Whittington, R & Scholes, K. <i>Exploring Strategy</i>, 9th edition 2011 page 260-262
9	Lecture	Evaluating Strategy Reading Johnson, G.Whittington, R & Scholes, K. <i>Exploring Strategy</i>, 9th edition 2011 Chapter 11
	Tutorial case study	Chaos at Heathrow Terminal 5 Johnson, G.Whittington, R & Scholes, K. <i>Exploring Strategy</i>, 9th edition 2011 page 387

10	Surgery	Students to make appointment with tutor for assignment guidelines <i>(this could be run as a group tutorial / one to one or Q and A group session, depending on the needs of the student)</i>
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Note: The above may be subject to some change

The following Text book must be purchase in order to participate and complete this module.

- Johnson, G. Whittington , R. Scholes, K. (2011) '*Exploring Strategy*'. Pearsons Education, Harlow

Reading

Prescribed reading activities and pod casts are presented at the end of each lecture on the relevant power point slides.

It is additionally essential that all academic reading marked as essential is augmented by further student centred research into contemporary perspectives related to the subject and the industry you are studying. You will therefore be required to make use of relevant

- Academic Journals
- Academic publications (Subject and industry specific)
- Press articles
- Industrial data and intelligence

SBMA7103 Strategic Management

Assignments (2013) RE-SIT

Tutor: Anthony Samuel

Case Study: In consultation with your tutor research a suitable organisation of your choice and in a formal report answer questions 1 to 4.

Please note as this is a re-sit you will be required to choose a different organisation from your original work

Task (100%) The Report: *Strategic Analysis*

Important information before you start

This assignment will require you to make your own in-depth investigations into the organisation you choose and you must use the company's web site and its subsequent publications (such as annual reports etc), press archives, academic and industrial publications.

Report Output

Produce a formal report addressing the following:-

1. Critically appraise the main feature of the organisation's current mission/objectives and subsequent strategies pursued at present. (*Learning Outcome 2*)
2. Analyse and portray the components of the organisation's internal and external environment. (*Learning Outcome 1*)
3. Systematically apply strategic models in formulating recommendations of new strategic directions for the organisation. (*Learning Outcome 2 & 3*)
4. Assess the factors that the organisation will have to consider resulting from your proposed new strategic direction. (*Learning Outcome 3*)

The report should be no more than 4,000 words (*excluding appendices and diagrams*) and must make maximum use of strategic business models and theories discussed in class and developed from your directed learning.

ASSESSMENT CRITERIA / MEINI PRAWFASESU

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ASSESSMENT ONE: 4,000 WORD REPORT 100%

Assessment Criteria Meini Prawf Asesu	Learning Outcomes Deilliannau Dysgu	% of marks Canran marciau
Displaying an iterative approach to each task identifying the systemic relevance of one to another.	1,2 and 3	10%
Application and critical analysis to relevant industry and critical appraisal of an organisation's application of theory and strategic business models	1,2 and 3	40%
Interpretation and critical analysis of case study (<i>organisation</i>) with evidence of ability to relate to relevant theory.	1,2 and 3	25%
Critical appraisal of strategic options and analyse of complex issues including a review of sectional, functional, organisational and stakeholder interests.	2 and 3	25%

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