



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

INSTITUTE OF INNER CITY LEARNING

London Campus

MASTERS OF BUSINESS ADMINISTRATION

International Business

MODULE DESCRIPTOR

Module code: LCMB7003

Module name: STRATEGIC MANAGEMENT

Module Code	LCMB7003
Title	Strategic Management
Date	13/02/2023
Level	7
Credits	20
Pre-Requisites	None

AIM(S)

- To provide insight into new perspectives and experiences of current strategic thinking which contribute to innovative decision-making at all business levels for sustainable competitive.

LEARNING OUTCOMES

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

- synthesise the relationship between the external and internal environments of an organisation and their impact on its strategies;
- critically evaluate competitive and development strategies, in the context of contemporary strategic management issues;
- 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.

STUDY TIME ALLOCATION

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	40	20%
Independent learning	160	80%
Placement learning	0	0%
TOTAL	200	100%

ASSESSMENT

Assessment Component 1

(Tick one)

☐ Written exam
 ☒ Coursework
 ☐ Practical

Mode of assessment	Volume	Weighting
Essay	5000 words	100%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	100%
Practical	0%
TOTAL	100%

INDICATIVE READING LIST

Module Code	LCMB7003	
Module Title	Strategic Management	
Classification	Reading List entry	Electronic*
Essential	Hitt, M.A., Ireland, R.D. and Hoskisson, R.E. (2019) <i>Strategic management: Concepts and cases: Competitiveness and globalization</i> . Cengage Learning.	☒
Essential	David, F.R., David, F.R. and David, M.E. (2017) <i>Strategic management: concepts and cases: A competitive advantage approach</i> (p. 127). Pearson.	☒
Further	Johnson, G. and Scholes, K. (2010) <i>Exploring Strategy</i> . Harlow: FT Prentice Hall.	☒
Further	Lynch, R. (2010) <i>Corporate Strategy</i> . Harlow: FT Prentice Hall.	☐
Further	Mintzberg, H., Ahlstrand, B., and Lampel, J. (2008) <i>Strategy Safari: The Complete Guide Through the Wilds of Strategic Management</i> . Harlow: FT Prentice Hall.	☒
Further	Hayes, J. (2010) <i>The Theory and Practice of Change Management</i> . Palgrave.	☒
Further	Ridderstrål, J. and Nordström, K. (2007) <i>Funky Business</i> . Harlow: FT Prentice Hall.	☒
Further	Senge, P. M. (2006) <i>The Fifth Discipline</i> . London: Random House Business Books.	☐