Module Code	**BMSW6104**
Title	**Strategic Management for SMEs**
Date	**10/09/2023**
Level	**6**
Credits	**20**
Pre-Requisites	

AIM(S)

- To develop a holistic understanding of organisations' strategic direction via their interaction with the internal and external environment.

LEARNING OUTCOMES

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

- critically appraise an organisation's strategic direction;
- critically analyse the components of an organisation's internal and external environment;
- critically evaluate stakeholder expectations;
- formulate and verify new strategies for sustainable growth.

INDICATIVE CONTENT

- Strategic management in different contexts; Corporate\level strategy and business level strategy.
- 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, five forces framework, defining strategic groups and critical success factors.
- Resource, competence and strategic capability. The strategic importance of resources, core competences and organisation capabilities. Using SWOT, and TOWS matrix.
- Stakeholder expectation and organisational purpose; to include the importance of governance stakeholder mapping and ethical issues and their impact on strategic development.
- 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 the various strategic development methods available to organisations (internal, acquisition and alliance).

Study Time Allocation

The allocation of teaching to deliver the module is:

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
Assignment (which may include individual written reports, case study assessments, Presentation etc.)	4000 words total	100%

Assessment Summary

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

READING LIST

Module Code	**BMSW6104**	
Module Title	**Strategic Management for SMEs**	
Classification	**Reading List Entry**	**Electronic***
Essential	Johnson, G., Angwin, D., Regner, P., Scholes, K., & Whittington, R. (2014). Exploring strategy (Tenth ed.). Harlow: Prentice hall https://www-dawsonera-com.ezproxy.uwtsd.ac.uk/abstract/9781292006895 (Accessed 24 July 2019)	☒
Further	Aktouf, O., Chennoufi, M., & Holford, W. (2011). 'The strategic management framework: A methodological and epistemological examination. In Competition, Competitive Advantage, and Clusters' (Competition, Competitive Advantage, and Clusters, Chapter 5). Oxford University Press.	☐
Further	Barney, J. B. and Hesterly, W. S. (2012). Strategic Management and Competitive Advantage: Concepts and Cases. 4th ed. Boston: Pearson.	☐
Further	Jones, T., Jones, O., & Tilley, F. (2003). Competitive advantage in SMEs organising for innovation and change. Hoboken, NJ: J. Wiley.	☒

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Classification	Reading List Entry	Electronic*
	https://www-dawsonera-com.ezproxy.uwtsd.ac.uk/abstract/9780470862308 (Accessed 24 July 2019)	
Further	Bowman, C. (1990). The Essence of Strategic Management. New York: Prentice Hall.	☐
Further	Bruce, A. and Langdon, K. (2000). Strategic Thinking. London: Dorling Kindersley.	☐
Further	Culp, M. (2012) Strategic management. (Online) New Delhi : World Technologies https://www-dawsonera-com.ezproxy.uwtsd.ac.uk/abstract/9788132325833 (Accessed 24 July 2019)	☒
Further	Faulkner, D. O. and Campbell, A. (2003). The Oxford Handbook of Strategy: A Strategy Overview and Competitive Strategy. Oxford: Oxford University Press.	☐
Further	Goodman, M., & Dingli, Sandra M. (2013). 'Creativity and Strategic Innovation Management'. Florence: Taylor and Francis.	☐
Further	Grant, R, M 'Contemporary Strategy Analysis', (2010) Hoboken, NJ , John Wiley & Sons	☐
Further	Johnson, G., Scholes, K. (2010) 'Fundamentals of Strategy', Harlow: FT Prentice Hall.	☐
Further	Lynch, R. (2008) 'Corporate Strategy', London: FT Prentice Hall.	☐
Further	Mintzberg, H., Ahlstrand, B., Lampel, J. (2008) 'Strategy Safari: The Complete Guide Through the Wilds of Strategic Management', London: FT Prentice Hall.	☐
Further	Morden, T. (2016). Principles of Strategic Management (3rd ed., Innovative Business Textbooks). Abingdon: Taylor and Francis.)	☐
Further	Morden, T. (2007) Principles of strategic management. (Online) Aldershot, England; Burlingtom, VT: Ashgate. http://www.tsd.ac.uk/en/lrc/onlineresources/e-books/ (Accessed 26 November 2013)	☒
Further	Porter, M. E. (2004) 'Competitive Strategy', London: Free Press.	☐
Further	The Academy of Management Journal The Academy of Management Review The Journal of Business Journal of Organizational Behaviour Management Science Management Technology Managerial and Decision Economics MIS Quarterly Operations Research Organization Science The Review of Economics and Statistics Strategic Management Journal Harvard Business Review Marketing Week Campaign	☒