



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

School of Business

London Campus

Strategic Management and Sustainability
LCBB6004

MODULE CODE:	LCBB6004
TITLE:	Strategic Management and Sustainability
DATED:	13/06/2018
LEVEL:	6
CREDITS:	20
JACS CODE:	N211

AIM(S)

- To enable students focus on the techniques involved in the formation and implementation of a strategy within an organisation.
- To provide an understanding of the nature of strategic analysis, strategy formulation and its implementation.

LEARNING OUTCOMES

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

- examine the relationship between the external context of an organisation and its internal context, and how these impact on its strategies;
- critically evaluate the competitive and development strategies of an organisation in the context of contemporary strategic management issues;
- analyse the factors that must be considered by an organisation in the implementation of a strategy.

INDICATIVE CONTENT

- The strategy process - the nature of strategic management, of strategy, the strategy process and the strategic context, and the role of the management structure.
- Organisational aims & objectives - the concept of "mission" and its relevance to firm strategy - Different types of organizations & objectives (profit maximizing, not-for-profit).
- Strategic analysis and capability: diagnosing and analysing strategic capability; the external environmental assessment; the remote environment, the market environment, the industry environment and national competitiveness (Porter's Five Forces, PEST); the internal environmental analysis, resources and capabilities; the resource-based view of the firm; the analysis of the environment and strategy issues in key regions of the world (EU, North America, Japan, China, India, and other emerging markets); the situational analysis (the SWOT vs TOWS matrices).

- Strategy formulation: functional and business level strategies, strategic positioning, competitive advantage, Generic Strategies, The Strategy Clock; corporate level strategies; growth, direction, Ansoff's Matrix; limited vs. substantive growth strategies (diversification, integration, mergers and acquisitions).
- Strategy Implementation - Structures and control systems in an international context (organizational structures; the integration v. responsiveness matrix; the global factory) - International production strategy (R&D and innovation, international logistics, different kinds of global production systems, strategic management of International production strategy) - International business strategy (localisation strategy, international strategy, global standardization strategy, transnational strategy) and entry routes to foreign markets.
- Sustainability - The impact of the ecological environment on business strategy - Scientific evidence and uncertainty - Global and legal aspects - Corporate governance and stakeholder expectation - Resource usage and cost implications - Product development and revenue opportunities - Operational issues including process research, waste management, energy efficiency, transport and location.

LEARNING AND TEACHING STRATEGY

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	50	25%
Independent learning	150	75%
Placement learning	0	0%
TOTAL	200	100%

ASSESSMENT

Assessment Component 1 - Coursework

Mode of assessment	Volume	Weighting
Written Report	2500 words	50%

Assessment Component 2 – Written exam

Mode of assessment	Volume	Weighting
Written examination	2 hours	50%

Assessment Summary

Activity type	Percentage
Written exam	50%
Coursework	50%
Practical	0%
TOTAL	100%

READING LIST

Module Code	LCBB6004	
Module Title	Strategic Management and Sustainability	
Classification	Reading List entry	Electronic*
Essential	Whittington, R. Regner, P; Angwin, D; Johnson, G; Scholes, K; (2020) Exploring strategy : text and cases. Twelfth edition. Harlow, England: Pearson.	√
Essential	Lynch, R.L. (2018) Strategic management. Eighth edition. Harlow, England: Pearson.	√
Essential	Barney, J.B. (2019) Strategic management and competitive advantage: concepts and cases. Sixth edition, global edition. Harlow, England: Pearson.	√
Further	Young, S.T. (2013) Sustainability: essentials for business. Kanwalroop Kathy Dhandra (ed.). Los Angeles: SAGE.	√
Further	Madjid Tavana (ed.) (2013) Management theories and strategic practices for decision making. Hershey, PA: Information Science Reference.	√
Further	Leon, R.D. (2018) Managerial strategies for business sustainability during turbulent times. Hershey, Pennsylvania: IGI Global.	√
Further	Stacey, R.D. (2011) Strategic management and organisational dynamics: the challenge of complexity to ways of thinking about organisations. Financial Times Prentice Hall.	√
Further	Rameshwar Dubey & A. Gunasekaran (eds.) (2016) Strategic management of sustainable manufacturing operations. Hershey: Business Science Reference.	√
Further	Quoquab, F. (2018) Driving green consumerism through strategic sustainability marketing. Hershey, Pennsylvania: IGI Global.	√
Further	Aras. Güler & David. Crowther (eds.) (2012) Business strategy and sustainability. 1st ed. Bingley: Emerald.	√
Further	Morden, T. (2016) Principles of strategic management. 3rd ed. London: Routledge.	√
Further	Journals Strategic Management Journal British Journal of Management Harvard Business Review Journal of Business Strategy Long Range Planning Management Review Global Sustainability Sustainability Sustainable Development	√