



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

School of Business

London Campus

Strategic Management for SMEs
BMSK6004

MODULE CODE:	BMSK6004
TITLE:	Strategic Management for SMEs
DATED:	21/03/2017
LEVEL:	6
CREDITS:	20
JACS CODE:	N200

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 demonstrate the ability 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).

LEARNING AND TEACHING STRATEGY

Through practical activities and seminar presentations, students will be introduced to appropriate theoretical models and methodological frameworks to inform personal experiences and examples drawn from the workplace. Critical reflection will be integral to each formative exercise which will challenge each student to demonstrate their knowledge and understanding in a variety of ways appropriate to the workplace.

Allocation of teaching to deliver the module are:

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

ASSESSMENT

Assessment: Coursework

Essay or report format (5,000 words or equivalent) 100%

Within this module, the assessment requires the student to identify and agree a specific organisational context in which they can demonstrate an understanding of the importance of strategic management for SMEs. The specific organisational context should be sufficiently complex so as to allow the student to demonstrate an evaluation of the agreed scenario.

Exemplar: all students

Having identified and agreed with your tutor, a workplace setting with which you are familiar, conduct a critical evaluation of the organisation's internal and external environment and recommend a measurable strategic improvement.

Demonstrate an understanding of the concept and importance of strategic management for SMEs. Focussing on an agreed specific organisational context, you 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 and formulate and verify new strategies of sustainable growth.

You should relate your answers to an organisation that you work in. If you are not currently working within an organisation, then you may complete this task in relation to an organisation with which you are familiar. This could include experience working in a voluntary capacity.

Assessment Summary

Activity type	Percentage
Written	
Coursework	100%
Practical	
TOTAL	100%

EDUCATION FOR SUSTAINABLE DEVELOPMENT (ESD)

Does the module contribute to ESD?	Yes
	No
If yes please provide brief details (no more than 100 words):	
A wider view of strategic management includes not just the economic impact, but environmental and social impacts. This module aims to develop a holistic understanding of organisations strategic direction through their interactions with the internal and external environment. Consideration will be given to new strategies for sustainable growth. Students will also be encouraged to actively implement or contribute to changes that promote sustainable development within the scope of their own learning experience and study environment and effectively engage with real-life problems relevant to sustainable development.	

READING LIST

Module Code	BMSK6004	
Module Title	Strategic Management for SMEs	
Classification		Electronic*
Essential	Johnson, G; Scholes, K; Whittington, R. (2010) Exploring Strategy, Harlow: FT Prentice Hall.	☐
Essential	Johnson, G; Scholes, K; Whittington, R. (2007) Exploring corporate strategy: text and cases (Online) Harlow: FT Prentice Hall. http://www.tsd.ac.uk/en/lrc/onlineresources/e-books/ (Accessed 26 November 2013)	☒
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	Beckford, J. (2002). Quality. 2nd ed. London: Routledge.	☐
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 http://www.tsd.ac.uk/en/lrc/onlineresources/e-books/ (Accessed 26 November 2013)	☒
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; Burlington, 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	Thompson, J. L. (2001). 'Strategic Management'. 4th ed. London: Thomson Learning.	☐
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	☒