

MODULE CODE: LCMB7003 **TITLE:** Strategic Management
DATED: 13/06/2018

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:

- synthesise the relationship between the external context of an organisation and its internal context 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.

LEARNING AND TEACHING STRATEGY

The study time for the module is divided as follows:

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

ASSESSMENT

Assessment Component 1 (Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Essay	One 5000 words	100%

Assessment Summary

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

READING LIST

Module Code	LCMB7003	
Module Title	Strategic Management	
Classification	Reading List entry	Electronic*
Essential	Hitt, M. A., Ireland, R. D., Hoskisson, R. E., Harrison, J. S., (2024), Strategic Management Concepts & Cases Competitiveness & Globalization, 14 th edition, Cengage.	☒
Essential	Johnson, G. and Scholes, K., (2023) Exploring Strategy, 13 th edition, Harlow: FT Prentice Hall.	☒

Further	Grant, R. M., (2021) Contemporary Strategy Analysis, 11 th edition, Wiley	☒
Further	Henry, A. E., (2025) Understanding Strategic Management, 5 th edition, Oxford University Press	☒
Further	Hayes, J., (2022) The Theory and Practice of Change Management, Bloomsbury Publishing	☒
Further	David, F. R., (2022) Strategic Management: A Competitive Advantage Approach, Concepts and Cases, Global Edition, 17th edition, Pearson	☒