



Module Specification

Key Information			
Module title	Strategic Management		
Level	7	Credit value	15
Lead College	QMUL	Notional study hours and duration of course	150
Module lead author/ Subject matter expert	Dr Lutao Ning		
Module co-author(s)	None		
Notice to students	None		

Rationale for the module

With businesses facing increasingly complicated and challenging environments, they need strategies to create competitive advantages to succeed and survive over the long term. It is important for managers to know how organisations intend to engage with their environment and consequently develop capabilities and competencies to provide competitive advantages and fulfil their organisational objectives. This module focuses on models conceived by observing businesses in developed countries and applies to all sizes of firm including corporations operating globally.

Aims of the module

This module introduces participants to the key concepts, frameworks and practices of strategic management. As a core module of the MBA programme, it prepares participants to respond quickly to today's challenging business environment and develop a critical understanding of the purpose, formation and implementation of strategy in maintaining or achieving competitive advantages. The challenges arising from complex and changing business environments and firm resources and capabilities are explored, as well as the impacts on organisational strategies. Participants develop an in-depth understanding of the issues involved in managing strategic change and inertia.

Topics covered in this module:

1. Introduction;
2. Vision and Mission;
3. Internal Analysis;
4. External Analysis;
5. Creating Standard Business-Level Strategies;
6. Creating Business-level strategies for dynamic contexts;
7. Corporate strategy;
8. Network-level strategy – Mergers and Acquisitions;
9. Network-level strategy – Alliances; and,
10. Implementing Strategy: Organisational for success.

The topics covered may be revised to ensure currency and relevance. Students will be advised of any changes in advance of their study.

Learning outcomes for the module

A. Knowledge, Understanding and Cognitive Skills

At the end of this module learners should be able to:

1. Describe key concepts of strategic management
2. Understand the external business environment and context in which organisation's strategies are formed and implemented
3. Identify the internal resources and capabilities that organisations rely on to develop competitive advantages in relation to the external business environment
4. Evaluate an organization's strategy from different perspectives
5. Formulate and implement organisational strategies taking into account the competitive and contextual environment.
6. Select and use relevant strategic management literature and frameworks
7. Critically analyse an organization's competitive internal and external environment and draw implications for strategy design and implementation
8. Formulate business, corporate and network level strategic analysis and understand the tools and methods used

B. Practical, Professional and Key Skills

By the end of this module learners will have developed:

1. Critical thinking and analytical skills to challenge 'taken for granted' assumptions about strategic management
2. Analytical and writing skills in a time constrained setting
3. Independent study skills
4. Complex reasoning and problem solving skills (including the ability to apply reason and justification within discussion)
5. Digital and information literacy skills

Learning and Teaching Strategy and Methods

In addition to the core principles of the learning & teaching strategy and methods for this programme provided in the Programme Specification, Regulations and programme induction, the learning resources for this module are designed by a team supporting the module author with instructional design, learning technology and project management skills.

All students receive comprehensive learning materials in a variety of e-formats for use with different electronic devices. Online learning activities and formative assessments are a key feature of this framework and are linked to the online materials with a Student Progress Log illustrating the level of progress against learning outcomes and syllabus progress. Students can see their skills development through a 'Skills Portfolio', which evolves through the student's completion of formative and summative assessment.

Students will demonstrate their learning through a variety of activities. Moderated peer group exercises will help students demonstrate achievement of learning objectives from conceptual understanding to critical analysis. Students will demonstrate critical analysis skills through participation in discussions to review business models with which they were familiar and others of which they were unaware. Module tutors and programme Student Relationship Managers will be a useful resource for students looking for support with their online discussion and engagement.

Self-assessment exercises will provide students with the opportunity to gauge their learning against topic and module learning objectives as well as against confidence level in their own understanding. This will allow students to identify which content areas require further work on their part.

Learning materials are divided into topics of 10-12 hours of student effort to support student's time management and motivation for study. The learning content is a mixture of video, text, learning activities and formative assessments, with allocated time for preparation, revision and review relating to each item of summative assessment.

Assessment strategy, assessment methods

Pass Mark

The pass mark is 50% for each element of assessment.

Assessment Elements

1. Coursework (30% weighting)

There is one item of coursework for this module which contributes to the final assessment mark for this module:

Coursework: a written assignment applying the theories and frameworks from the first part of the module (deadline – weeks 9-12)

This coursework constitutes a piece of work of 2,500 words in length (maximum).

2. Examination (70% weighting)

The final piece of assessment will be a partially seen exam (a case study will be provided in advance of the exam and this document will also be given with the exam paper, but the exam questions will be unseen) of two hours' duration.

Learning resources

Learning materials

Learning activities and formative assessments for this module are designed and developed by the Lead Author/Module Leader and incorporate the following:

- Short videos
- Learning activities (including discussion forum activities)
- Formative assessments (multiple-choice and True/False quizzes, short answer self-assessments, case study work and matching exercises)
- Learning content

E-resources

All students can access to the e-resources of the University of London which includes a wide range of business, strategy, *accounting, finance and economics journals*. Students will be directed to journals within each topic of study and given online resources to enhance their information literacy skills as part of the student induction.

Core text(s)

The learning content will be drawn from two key texts (see below).

Author Mason Carpenter

Gerry Sanders

Title *Strategic Management: Pearson New International Edition: Concepts and Cases*

Publisher Pearson

Year 2014

Author Johnson, Gerry, Whittington, Richard, Scholes, Kevan, Angwin, Duncan and Regner, Patrick

Title *Exploring Strategy Text & Cases*

Publisher Pearson

Year 2014/2015 (latest)

Other references

The following is an illustrative list of the reading materials that will be referred to in the module:

- Collis, D.J. & Rukstad, D.J. (2008), "Can You Say What Your Strategy Is?" *Harvard Business Review*, April 2008: 82-90.
- Porter, M.E. (1996), "What is Strategy?" *Harvard Business Review*, Nov 1996: 61-78.
- Porter, M.E. (2008), "The Five Competitive Forces that Shape Strategy" *Harvard Business Review*, January 2008: 78-93.
- J Barney (1991), "Firm resources and sustained competitive advantage" *Journal of Management*, 17(1): 99- 22
- Prahalad & Hamel (1990), "The Core Competence of the Corporation" *Harvard Business Review*, May-June 1990: 79-91.