

MODULE SPECIFICATION

1. **Title of the module**

Strategic Management

2. **School or partner institution which will be responsible for management of the module**

Pearson College London

3. **The level of the module (Level 4, Level 5, Level 6 or Level 7)**

Level 6

4. **The number of credits and the ECTS value which the module represents**

15 credits (7.5 ECTS)

5. **Which term(s) the module is to be taught in (or other teaching pattern)**

This module can be run in any term: Autumn, Spring, or Summer

6. **Prerequisite and co-requisite modules**

None

7. **The programmes of study to which the module contributes**

BA (Hons) Business Management	- core module
BA (Hons) Business Management with Entrepreneurship	- core module
BA (Hons) Business Management with Finance	- core module
BA (Hons) Business Management with Global Industries	- core module
BA (Hons) Business Management with Law	- core module
BA (Hons) Business Management with Marketing	- core module
BA (Hons) Applied Business Management	- core module

8. **The intended subject specific learning outcomes.**

On successfully completing the module students will be able to:

- 8.1 Demonstrate a systematic knowledge and understanding in an international context of the effective management of organisations, including cutting edge theories, models and frameworks which inform current practice.
- 8.2 Critically evaluate the importance of contemporary issues and influences in strategic thinking including the importance of the relationship between social responsibility, sustainability and corporate performance.
- 8.3 Explain and critique strategic frameworks and models used for decision-making processes and explain their position in corporate, business and operational strategy contexts.
- 8.4 Analyse key changes in the evolution of strategic thinking during the past 50 years.
- 8.5 Identify common triggering events that act as stimuli for strategic change in organisations.
- 8.6 Apply thorough interpretation and synthesis, to external environmental and internal organisational information to enable the strategic decision-making process.

9. The intended generic learning outcomes.

On successfully completing the module students will be able to:

- 9.1 Communicate information, ideas, problems and solutions effectively in a professional manner using appropriate media, with an awareness of the needs of their intended recipients.
- 9.2 Communicate appropriately to both specialist and non-specialist audiences.
- 9.3 Demonstrate the ability to exercise initiative and personal responsibility.

10. A synopsis of the curriculum

Module aims

This module aims to introduce learners to the key issues and contemporary influences in strategic thinking, and will also explain key changes in the evolution of strategic thinking during the past 50 years. The module also aims to explain and critique strategic frameworks and models and explain their value in corporate, business and operational contexts.

An important objective of this module will be to consider how globalization, social responsibility and environmental sustainability influence strategic management, feeding in to the concept of organisational purpose. The module will consider common triggering events that act as stimuli for strategic change in organisations, and the role of national and international policies in driving organisational change.

Modes of strategic decision-making and aids to improved strategic decision-making processes will be explained during the module.

The module also aims to give learners an understanding of the role and responsibilities of directors and managers, and explains the importance of the relationship between social responsibility and corporate performance.

Overview of syllabus

- Strategic Management: evolution or revolution?
- Purposeful business
- Contemporary issues and influences in strategic thinking.
- Globalization, environment and sustainability influences in strategic management.
- Identification of events that trigger strategic change in organisations.
- A critique of strategic frameworks and models and their position in corporate, business and operational strategy.
- Modes of strategic decision-making, risk assessment, and improved strategic decision-making processes.
- Interpretation, synthesis and scenarios: how to use external environmental and internal organisational information to enable a strategic decision-making process.

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- The relationship between social responsibility and corporate performance.
- The role of national and international politics and policies in driving organisational change.

11. Reading list (Indicative list, current at time of publication. Reading lists will be published annually)

Core study text

- Johnson, Scholes & Whittington, "Exploring Corporate Strategy", Pearson (latest ed)
- Strategic Management and Business Policy, 14/e Wheelen, T.L., Hunger, J. D., Hoffman, A. N., Bamford, C.E.
- Strategy Safari. 2/e Edition. (Prentice Hall 2009) Mintzberg, H., Ahlstrand, B., and Lampel, J.
- Competitive strategy: Techniques for analysing industries and competitors (Simon and Schuster 2008) Porter, M.E
- Competitive advantage: creating and sustaining superior performance, (Simon and Schuster 2008) Porter, M.E
- Blue Ocean Strategy, Harvard Business Review Press, Kim, W.C
- The Decision Book: Fifty Models for Strategic Thinking, Profile Books, Tschappeler, R
- Creating Shared Value, Porter, ME and Kramer MR., Harvard Business Review, 2011

Access to a comprehensive online database of journal articles and other relevant publications on the Online Learning Environment.

12. Learning and teaching methods

For full details please see the teaching and learning strategy in the programme specification. Students can study this module in the interactive classes model or the mentored independent model. Those on the former will typically experience one lecture and one seminar each week.

- Scheduled Hours: 25
- Independent Study Hours: 125
- Total Study Hours: 150

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13. Assessment methods

13.1 Main assessment methods

This module is assessed as follows;

1. a coursework assignment of a maximum of 4,000 words (75% of overall grade);
2. a 10 minute per individual oral consultancy exercise based on a real organisation (25% of overall grade).

A pass must be achieved in the *coursework* element of assessment in order to pass the module.

13.2 Reassessment methods

14. Map of module learning outcomes (sections 8 & 9) to learning and teaching methods (section 12) and methods of assessment (section 13)

Module learning outcome		8.1	8.2	8.3	8.4	8.5	8.6	9.1	9.2	9.3
Learning/ teaching method	Hours allocated									
Private Study	125	x	x	x	x	x	x	x	x	x
<i>Lectures</i>	10	x	x	x	x	x	x			
<i>Seminars</i>	15	x	x	x	x		x			x

Assessment method										
<i>Coursework (4,000 words)</i>		x	x	x	x	x	x	x	x	x
<i>Consultancy exercise (10 minutes)</i>			x	x					x	

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15. Inclusive module design

The Collaborative Partner recognises and has embedded the expectations of current equality legislation, by ensuring that the module is as accessible as possible by design. Additional alternative arrangements for students with Inclusive Learning Plans (ILPs)/ declared disabilities will be made on an individual basis, in consultation with the relevant policies and support services.

The inclusive practices in the guidance (see Annex B Appendix A) have been considered in order to support all students in the following areas:

- a) Accessible resources and curriculum
- b) Learning, teaching and assessment methods

16. Campus(es) or centre(s) where module will be delivered

Pearson College London

17. Internationalisation

Students taking this unit will be learning Strategic Management theories and practice in a global context. They will be getting a systematic knowledge and understanding, in an international context, of the effective management of organisations. Examples and case studies in seminars will be taken from a variety of international contexts so students have an up-to-date understanding of trends and practices around the world. Students will also be able to articulate how globalization, social responsibility and environmental sustainability influence strategic management.

If the module is part of a programme in a Partner College or Validated Institution, please complete sections 18 and 19. If the module is not part of a programme in a Partner College or Validated Institution these sections can be deleted.

18. Partner College/Validated Institution

Pearson College London

19. University School responsible for the programme

Kent Business School

FACULTIES SUPPORT OFFICE USE ONLY

Revision record – all revisions must be recorded in the grid and full details of the change retained in the appropriate committee records.

Date approved	Major/minor revision	Start date of the delivery of revised version	Section revised	Impacts PLOs (Q6&7 cover sheet)