Module Title	Module Number	JACS Subject Code(s) and % of each subject	ASC Category(ies)
Strategic Management	MBA7002	N240	7

Level (3 to 8)	Credits	ECTS Credit	Module Value	% Taught in Welsh	Module Type
7	20	10	1.0	0%	Taught

Teaching Period	Pre-requisites
Semester 1 or Semester 2	None

Module Leader	School(s)	Campus
Asif Zaman	Cardiff School of Management	Llandaff

Assessment Methods

Assessment Code and Method	Duration/Length of Assessment Method	Weighting of Assessment	Threshold	Approximate Date of Submission
PORT1 - Portfolio	2000 words equivalent	50%	1	End of Semester
EXAM1 – Examination	2 hours	50%	1	End of Semester

Aim(s)

The aim of this module is to develop understanding in the formulation and implementation of strategy in all types and size of organisations within private, public and third sectors. In the development of understanding the exploration of internationalisation, sustainability, corporate values and social responsibility informs the curriculum. Students should be able to synthesise information to inform strategic decisions and actions demonstrating awareness of complexity, risk and uncertainty from multiple perspectives in a dynamic business environment.

Learning Outcomes

On successful completion of this module, students should be able to:

- Evaluate and reflect on the influences driving demand within the business to consumer and business to business markets and the factors influencing the strength of their influence
- Critically assess the debate that surround corporate values and social responsibilities.
- To analyse competition and customer requirements in order to identify opportunities for competitive advantage within an industry.
- Identify different types of strategic change programmes and assess the value of different leadership styles in managing strategic change.

Learning and Teaching Delivery Methods

Method	Rationale	Type of Contact (scheduled/ guided independent study/placement)	Total hours
Lectures	To enable core knowledge and understanding content to be delivered to the whole module cohort	Scheduled	24
Seminars/ Workshops	To allow exploration of all aspects of module content (knowledge, understanding, skills & other attributes) in an interactive group setting	Scheduled	24

Student-Centred Learning	To enable students to independently develop their understanding of the module concepts and to complete formative & summative assessment activity	Guided Independent Study	152
Total			200

Indicative Content

- The Environment
- Strategic Capabilities
- Integrating Internal & External Environment
- The Nature and Sources of Competitive Advantage
- Strategic Purpose
- Culture & Strategy
- Business Strategy / Business Level Strategy
- Corporate Strategy and Diversification
- International Strategy
- Leadership & Strategic Change

Required Reading

Henk, W., Volbarda et al. (2011), Strategic Management, (9th Edition), South- Western,Cengage Learning
Johnson, G., Scholes, K., & Whittington, R., (2011), Exploring Strategy (9th Edition), FT: Prentice Hall

Recommended Reading

Haslam, G., Anderson, T.,Tsitsianis, N., & Yin, Y.P., (2012), Redefining Business Models Strategies for a Financialized World, Routledge; Oxon
Hill, C. L., & Jones, G.R., (2007), Strategic Management: An Integrated Approach, Houghton Mifflin.
McGee, J., Thomas, H., & Wilson, D., (2005), Strategy, Analysis & Practice,McGraw Hill.
Mintzberg et al., (2005), Strategic Safari-A Guided Tour through the Wilds of Strategic Management ,New York: Free Press
McElroy, M.W., & Van Engelen, J.M.L., (2011), Corporate Sustainability Management the Art and Science of Managing Non-Financial Performance, Routledge; Oxon
Woods, M., (2011), Risk management in Organisations: An Integrated Case Study Approach, Routledge; Oxon

Recommended Journal:
Journal of Management Studies;
Journal of Business Strategy;
Long Range Planning;
Sloan Management Review;
Strategic Change;
Strategic Management Journal;
Technology Analysis and Strategic Management;

Access to Specialist Requirements

None