

MN5461 – Strategic Management**MODULE TYPE/SEMESTER:** Core (20 credits), Semester 1**MODULE CO-ORDINATOR:** Dr Xi Xi**CONTACT DETAILS:** xx27@st-andrews.ac.uk**AIM:**

This module focuses on the theory and practice of strategic management. It begins with classical conceptualisations of strategy that have influenced how competitive environments are analysed, as well as how firms can be analysed from ‘the inside’ based on their resources and capabilities. Attention is also given to the history of strategy and how modern systemic thinking affects strategy.

The module also aims to illustrate how cognitive, cultural, power, and identity issues play a key role in shaping strategy and its outcomes. Illustrations of strategic influencers draw upon examples of strategic success, inertia, and failure that act as reference points in supporting both traditional and emerging theoretical perspectives.

Strategy is a social process. Therefore, there is a strong practical element to this module, in that students will be applying theoretical concepts to the analysis of real ‘live’ organisations.

METHOD OF TEACHING & LEARNING:**Lectures:**

10 x 3-hour sessions delivered in a blend of lectures and tutorials.

Extensive reading:

- A reading list of materials is available on Moodle for each weekly lecture. Students are required to read these book chapters and research papers before each lecture.

LEARNING OUTCOMES:

By the end of the course, it is anticipated that students will display the following learning outcomes:

- A comprehensive understanding of classical and contemporary ideas in strategy
- An appreciation of the social significance of the various discourses of strategy
- Critically engage and reflect upon with academic literature, business reports, media stories and other materials
- Gather, analyse and synthesise information/data
- Team management and group learning

COURSE OUTLINE:

- **Week 1:** Introduction to Strategy
- **Week 2:** Strategic Positioning and Competitive Advantage (external analysis)
- **Week 3:** Resources, Capabilities, Knowledge (internal analysis)
- **Week 4:** Strategy Processes and Practice
- **Week 5:** How do we study strategy? Case Analysis Workshop
- **Week 6:** *Independent Learning Week (ILW)*
- **Week 7:** Strategy and Innovation
- **Week 8:** Stakeholders and Power Dynamics
- **Week 9:** Strategic Practitioners
- **Week 10:** Strategy and Strategic Change
- **Week 11:** Revision Lecture
- **Week 12:** *Revision Week*

ASSESSMENT:

- 100% coursework
 - Assessment 1: critical essay, 30%
 - Assessment 2: reflection, 20%
 - Assessment 3: case analysis, 50%

Organisation of courses may be subject to change without notice.