MN5461 – STRATEGIC MANAGEMENT

MODULE TYPE/SEMESTER: Core (20 credits), Semester 1

MODULE LEADER: Dr Ralitza Nikolaeva

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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.

The module also discusses how cognitive, cultural, power, and identity issues play a key role in shaping strategy and its outcomes. It draws upon many examples of strategic success, inertia, and failure that act as reference points in supporting both traditional and emerging 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. Attention is also given to the history of strategy and how modern systemic thinking affects strategy.

METHOD OF TEACHING & LEARNING:
Lectures:
10 x 3-hour sessions delivered in a blend of asynchronous and synchronous formats.

Extensive reading:
- Core text: Strategy: Theory and Practice, by Stewart R Clegg; Jochen Schweitzer; Andrea Whittle; Christos Pitelis; Publisher: Sage Publications Ltd (UK); Print ISBN: 9781526478788, 1526478781; eText ISBN: 9781526485922, 1526485923
- 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
• Team management
• Group learning
• Business analysis
• Research
• Critical reasoning

COURSE OUTLINE:
• **Week 1:** Introduction to Strategy: Conceptualising Strategy and identifying Strategic Actors
• **Week 2:** Strategic Positioning and Competitive Advantage (external analysis)
• **Week 3:** Resources, Capabilities, Knowledge (internal analysis)
• **Week 4:** Strategy and Innovation
• **Week 5:** International Strategic Management
• **Week 6:** Independent Learning Week (ILW)
• **Week 7:** Governance, Stakeholders, and Power Dynamics/ Submission of Individual Assignments
• **Week 8:** Strategy Processes: Emergence, Context, Stories
• **Week 9:** Strategy in a Complex World
• **Week 10:** Group Presentations
• **Week 11:** Revision Lecture
• **Week 12:** Revision Week

ASSESSMENT:

• **Individual assignment – case analysis:**
  - 1500 words (excluding appendices and references)
  - Submission: Week 7
  - Upload to MMS by 12noon (penalty applied if after)
  - Weighting: 25%

• **Group assignment:**
  - Presentations held in Week 10
  - 15 minutes plus 5-minute Q&A
  - Upload to MMS by 12noon (penalty applied if after)
  - Weighting: 25%

• **Individual critical essay**
  - Date: December 2020 exam diet
  - Weighting: 50%

*Course descriptions apply to the period of dual-mode delivery in the academic year 2020/21. Organisation of courses may be subject to change without notice.*