MN5461 – Strategic Management

Module Type/Semester: Core (20 credits), Semester 1

Module Leader: Dr Jeffrey Hughes

Contact Details: jh312@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’ and in terms of what they are capable of doing.

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 thinking about ‘who does strategy?’ requires some reappraisal.

Method of Teaching & Learning:
Lectures:
10 x 3 hour sessions

Practitioner guest speakers:
Strategy practitioners will present their perception of strategy development and implementation in their own organisations

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
- A well-developed personal position / approach to strategic 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**: The Resource-Based View (internal analysis)
- **Week 4**: International Strategic Management
- **Week 5**: Stakeholders and Power Dynamics in the Strategy Process
- **Week 6**: No lecture: Completion of group work analysis with designated case organisations
- **Week 7**: Culture and Strategy
- **Week 8**: Group Presentations
- **Week 9**: Strategy as Practice
- **Week 10**: Managing Strategy Implementation
- **Week 11**: No Lecture: Submission of Individual Assignments
- **Week 12**: Revision Lecture

ASSESSMENT:

- **Group assignment**:
  - Presentations held in Week 8
  - Approximately 15 min plus 5 min Q&A
  - Upload to MMS by 12noon (penalty applied if after)
  - Weighting: 20%

- **Individual assignment**:
  - 2500 words (excluding appendices and references)
  - Submission date: (Week 11)
  - Upload to MMS by 12noon (penalty applied if after)
  - Weighting: 30%

- **Examination**
  - Date: December 2018 exam diet
  - Weighting: 50%