MN4311 – Dynamic Strategic Management

Module Type/Semester: Senior Honours/Option (20 Credits)/Semester 2

Pre-Requisite(s): MN2001 and MN2002

Module Co-Ordinator: Dr Jeffrey Hughes

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AIM:
Strategy, and its management, can be complex, difficult, and challenging. The field of strategic management consists of many broad and often competing perspectives on whether organisations can actually determine their level of success through carefully mapped plans or whether strategy is better characterised by learning, experimenting, and some degree of serendipity. These perspectives are critical to better understanding the direction organisations take to survive, compete, and progress.

This module will consider the history of strategy and its emergence within modern private and public entities. It illustrates how strategy is conceptualised in different ways, and critically examines those strategy frameworks used for environmental and internal analysis and the assumptions underpinning them. It focuses on the human actors such as top and middle managers who are involved in the strategy process.

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. Long-standing questions about ‘what is strategy?’, ‘why do some organisations succeed when others fail?’, and ‘who can be considered a strategist?’ continue to be explored by strategy scholars. These questions remain important, and to address them with breadth and depth students are introduced to the wider societal, organisational, and institutional contexts associated with the management of strategy.
METHOD OF TEACHING & LEARNING:

• Lectures: 11 x 2 hour sessions
  Weekly lectures will last 120 mins from 0900-1100.

• Tutorials: 6 x 1 hour sessions in Weeks 2, 4, 6, 8, 10, and 12.

• Practitioners: Guest speakers with Q&A in Weeks 6 and 10

LEARNING OUTCOMES:
By the end of the module, students should have:

• 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

INDICATIVE LECTURE TOPIC OUTLINE:

Week    Lecture topic
  1    Introduction to strategy
  2    Strategic positioning and competitive advantage (external analysis)
  3    The Resource-Based View (internal analysis)
  4    International strategic management
  5    Stakeholders and power dynamics
  6    Organisational culture and strategy
  7    No lecture: completion of individual assignment
  8    Strategy as practice
  9    Strategy and technology
 10    Managing strategic implementation
 11    Managing strategic change
 12    Revision week

ASSESSMENT:

• Individual assignment  40%
• Examination          60%
READING LIST:


A reading list of research papers is available on Moodle for each weekly lecture. Students are required to read specific book chapters from the core text and research papers before each lecture.