

MODULE DESCRIPTOR

MODULE TITLE	Advanced Strategic Management		
MODULE CODE	MD4011 (L7)	CREDIT VALUE	10 Credits / 5 ECTS
SCHOOL	SCHOOL OF BUSINESS AND MANAGEMENT		

MODULE AIMS

To critically evaluate the current practice of strategic management in a range of organizational contexts.

MODULE CONTENT

Questioning the concept of strategy.

What is strategy? What drives the development of the discourse? What are the research findings on its impact on business performance? What new perspectives are emerging?

The Practice Perspective on Strategic Management.

The sociological foundations of the perspective, A broad practice framework. Critical evaluation of the perspective.

Applying the Practice Perspective

Frameworks that can be used to make sense of strategy. Applying frameworks to management practice.

Strategy, Stakeholders and the Political

Corporate social responsibility and stakeholders. The political role of strategy and power in organizations.

INTENDED LEARNING OUTCOMES

On successful completion of this module a student will be able to:

1. Understand 'leading edge' strategic management thinking and theorising.
2. Analyse the ways in which practising managers and academics address key strategic issues
3. Evaluate the relevance and application of theory to strategic management practice

TEACHING METHODS

The module focuses on the most up to date thinking on strategic management and examines how it can be related to students' work contexts. Most of the students are in middle management positions and the emphasis of the module is on application of appropriate frameworks to real organizational contexts. The module outlines appropriate analytical frameworks which can be used to understand management processes and case study materials are used to illustrate the value of the frameworks.

As the module progresses the emphasis is placed on applying frameworks to the students' work contexts. Students are encouraged to discuss this process in the classroom before researching appropriate frameworks to meet their analytical needs in their own workplaces. The assessment then focuses on the application of the framework and on the evaluation of management and organizational strategy, resulting in a thorough and reflective consideration of the value of strategic management theory.

The module will develop students' analytical and evaluative skills and develop their ability to apply appropriate theories to practical situations.

For Distance Learning Delivery

For distance learning students the lecture and seminar sessions will be delivered on an asynchronous mode and they will consist of pre-recorded videos/audios made available to the students through Blackboard.

Asynchronous learning is a student-centred teaching method that uses online learning resources to facilitate information sharing outside the constraints of time and place among a network of people. The online learning resources to be used to support asynchronous learning include email, electronic mailing lists and online discussion boards. Blackboard will be the core course management system, which has been developed to support online interaction, allowing users to organize discussions, post and reply to messages, and upload and access multimedia.

Students will be guided to ask questions asynchronously through the Blackboard's discussion forum and the module tutor will provide relevant feedback. The students will be provided with further reading, web links and resources for independent study, all made available via Blackboard. A discussion forum will also be utilized in order for the students to discuss their work in a critical environment. The module tutor will provide appropriate group or individual feedback to the students as necessary.

If students need clarifications or have difficulties with a particular assignment as part of their coursework, they are expected to contact the module tutor or post a question on the discussion forum, where the module tutor and their peers can provide feedback. Means of communication which will be utilized by the tutor to offer support to the students based on the reported issue include the use of email. Feedback to the students will be provided asynchronously through Blackboard.

ASSESSMENT METHODS

This module is assessed through an Academic report and a written examination.