

BSMP31 STRATEGIC MANAGEMENT

Spring 2015

PLEASE NOTE: In addition to the detail contained within this hand out, it is your responsibility to read and understand the information provided within the programme's Succeed site. In particular, please pay close attention to the plagiarism documents.

SCQF Level 11 – 15credits

Pre-requisites: none

TEACHING STAFF

Module Co-ordinator

Dr Tom Forbes

Room 3A27/3A38*

E-mail: t.m.forbes@stir.ac.uk

*From 2/3/1015

Teaching Staff

Dr Seemab Farooqi

Room 3A26

E-mail: seemab.farooqi@stir.ac.uk

Ms Jenoa Joseph

Room 3B48

E-mail: j.joseph@stir.ac.uk

Dr Forbes is normally available to see students on Thursdays 14.00-15.00hrs and on Fridays 11.15-12.15hrs. Other times by appointment. Module tutors will also be available to see students and should be contacted by e-mail in the first instance.

MODULE INTRODUCTION, AIMS AND OBJECTIVES

The module aims to:

- Develop an understanding of the nature of the environment facing organisations and its impact on strategy
- Develop students general management skills, team skills and to reinforce the links between theory and practice
- Encourage the synthesis of knowledge, understanding and skills gained from other modules applied to the strategic analysis of a given organisation.

LEARNING OUTCOMES AND SKILLS DEVELOPED

By combining a lecture and seminar programme with relevant, focused group presentations, individual assignments and an end of semester examination, module participants will become versed and practised in:

- Addressing the great complexity and variety that attends issues of strategic management within organisations.
- Managing and analysing relevant information about organisations and their strategic issues in a clear, sound and explicit way.
- Using strategic management concepts, models and approaches to produce persuasive conclusions about real management situations and presenting them effectively.

LECTURES AND CLASS WORK

Lectures: **Thursday 13.00-14.00 LTA3**
 Friday 15.00-16.00 LTB4

The first lecture is schedule to take place on Thursday 15th January. Lecture slides will appear on Succeed on Wednesdays before each weeks lectures.

Seminars: Seminar A Monday 12.00 - 14.00, 2B133
 Seminar B Monday 15.00 – 17.00, 2B133
 Seminar C Thursday 11.00 – 13.00, 4W1
 Seminar D Friday 09.00 – 11.00, 2B46
 Seminar E Friday 13.00 – 15.00, 2V2

Seminars begin in week 2 beginning 19th January 2015.

Teaching Timetable & Guided Study

As well as scheduled lectures and seminar slots, students' are expected to undertake the guided study associated with each lecture session as outlined together with further readings that are available from the reading list in the library

Seminar Presentations

The following is for guidance.

The seminars involve presentations by one group to the other groups based on an analysis of a "live" case organisation. These same organisations will be the subject of individual student assignments and will also provide a focus for the examination. Seminar attendance is compulsory and will be monitored

Presenters will be expected to speak for about 15-20 minutes. Presentations should have a logical structure, i.e. they should have a clear introduction, body, and conclusion. The presenters should make a case for a particular point of view which should be supported by evidence from the groups reading and research. This should include information on the background of the organisation.

Each group must submit an outline of their presentation by e-mail to their tutor or a hard copy at the beginning of the class in which the presentation is made. Ideally this should be a power-point presentation. During presentations, non-presenting groups are expected to critically assess the content of presentations and to ask at least two questions. Tutors will offer feedback to the groups, drawing their attention to the weaknesses and strengths of the presentations.

Grades for each seminar presentation will be released on Succeed with the final grade released after the tutorial programme is completed. Should any group not ask the minimum number of questions, marks will be deducted accordingly. A sample tutor grade sheet is provided on Succeed.

EXPECTATIONS

The focus of the module is to give an insight into the nature of strategic management within organisations. For the module to work well, and for students to benefit from it, preparation for each seminar is **compulsory**. This will include reading the appropriate chapters in the core text, the lecture notes and using learning assets available from Succeed and from the library. During the course of the module, students will have the opportunity to evaluate different strategies and make decisions leading to strategic recommendations for their organisation. They will also develop general management skills, team skills and the ability to link management theory with practice in strategic management.

LECTURES

LECTURE PROGRAMME	
Lecture 1 (15 th January)	Introduction to course, expectations, assessment and seminars. The nature & origins of strategy & development of strategic management. Readings: <i>Fundamentals of Strategy</i> , Chpt 1.
Lecture 2 (16 th January)	The nature & origins of strategy & development of strategic management (cont'd) Readings: <i>Fundamentals of Strategy</i> , Chpt 1.
Lecture 3 (22 nd January)	The role of analysis in strategic management: external analysis Readings: <i>Fundamentals of Strategy</i> , Chpt 2.
Lecture 4 (23 rd January)	The role of analysis in strategic management: external analysis (cont.d). Readings: <i>Fundamentals of Strategy</i> , Chpt 2.
Lecture 5 (29 th January)	The role of analysis in strategic management: internal analysis. Readings: <i>Fundamentals of Strategy</i> , Chpt 3.
Lecture 6 (30 th January)	The role of analysis in strategic management: internal analysis (cont.d). Readings : <i>Fundamentals of Strategy</i> , Chpt 3.
Lecture 7 (5 th February)	Strategic choice: Corporate level strategy Readings: <i>Fundamentals of Strategy</i> , Chs 6 and 9
Lecture 8 (6 th February)	Strategic choice: Corporate level strategy Readings: <i>Fundamentals of Strategy</i> , Chpts 6 and 9.
Lecture 9 (12 th February)	Strategic choice: Business level strategy Readings: <i>Fundamentals of Strategy</i> , Chpt 5.
Lecture 10 (13 th February)	Strategy & structure. Readings: <i>Fundamentals of Strategy</i> , Chpt 10.
16th - 20th February	NO LECTURES: Mid semester break and reading week.
23rd - 27th February	NO LECTURES: Mid semester break and reading week.
Lecture 11 (5 th March)	Strategic purpose, Culture and strategy Readings: <i>Fundamentals of Strategy</i> , Chpt 4 and from library reading list.
Lecture 12 (6 th March)	International strategy. Readings: <i>Fundamentals of Strategy</i> , Chpt 7.
Lecture 13 (12 th March)	International strategy (cont.d). Readings: <i>Fundamentals of Strategy</i> , Chpt 7.
Lecture 14 (13 th March)	Strategy in mature and declining industries/turnaround and rejuvenation strategies. Readings: provided in library reading list.
Lecture 15 (19 th March)	Strategy in mature and declining industries/turnaround and rejuvenation strategies (cont.d). Readings: provided in library reading list.
Lecture 16 (20 th March)	Strategy in technology intensive industries, innovation and entrepreneurship: Readings: <i>Fundamentals of Strategy</i> , Chpt 8 and from library reading list.
Lecture 17 (26 th March)	Strategy in technology intensive industries, innovation and entrepreneurship: Readings: <i>Fundamentals of Strategy</i> , Chpt 8 and from library reading list.
Lecture 18 (27 th March)	Guest lecture from industry.
Lecture 19 (2 nd April)	Guest lecture from industry.
Lecture 20 (9 th April)	Course review, exam preparation & discussions. Exam case study: questions & answers.

SEMINARS

Week	Topic	Tutor
2	Seminar 1 seminar protocol, group formation and organisation allocation	ALL
4	Seminar 2: external environment - the strategic position of allocated organisation's external environment	ALL
8	Seminar 3: internal environment - the strategic position of allocated organisation's internal environment	ALL
10	Seminar 4 strategic recommendations for allocated organisation	ALL

ASSESSMENT

This module is assessed by 50% coursework and 50% examination and has four components:

Group presentation (15%) - Marks will be given for concise analysis, using the strategy techniques taught on the module to produce effective and persuasive conclusions, and participation by all of the team. The level of depth of thinking of all the team members will be ascertained by each participant's ability to answer questions.

Individual strategic management report (30%) - This is an individual assignment. It should be a concise report of a strategic analysis of your seminar organisation with recommendations for future action. Guidance for assignment structure and format will be available on Succeed. **The word limit for the assignment is 2000 words and will be strictly enforced. Students should indicate the number of words on the front page of their assignment.**

Peer Group Assessment (5%) Peer group assessment involves each individual being allocated a finite number of marks to award to other group members, but not to themselves. The awards by group members will be done by secret ballot at the end of the semester. This is compulsory and any student who fails to provide a peer assessment of other group members will be 'no-graded' for this piece of assessment.

A two hour end of semester examination (50%) will be based on a strategic analysis of a specific case study which will be available from Monday 6th April 2015. The case study will need to be signed out by each student to ensure they have a copy and will be discussed at the revision session on Thursday 9th April 2015. The examination date will be confirmed towards the end of the module. A copy of the Spring 2014 examination paper will be provided on Succeed.

Report writing

Written reports are an important element of management life and this assignment requires the preparation of a good management report towards the senior management of the companies concerned. The requirements of a good management report differ little from that of a good essay: an effective introduction, the development of well argued, justified and supported arguments, and a persuasive conclusion. The only difference is that management reports tend to have an executive summary at the beginning, sub-headings, exhibits that display supporting evidence and arguments, and recommendations alongside the conclusions.

The following guidelines may be of help:

Apply the concepts and approaches learned from lectures and from outside reading.

Develop arguments in a logical way and support them with evidence. Do not repeat or needlessly reiterate data.

Where appropriate, accurate referencing is required.

Good exhibits (tables, charts, diagrams, etc.) can convey large amounts of information in an effective way and are not included in word-counts. They should be legible (not necessarily typed), clear, meaningful and referenced and used in arguments. Appendices are also not included in the word count and should be used for more detailed analyses..

Focus on the major points. Separate the important from the trivial, the relevant from the irrelevant, and the causes of problems from the symptoms.

Make decisions: do not sit on the fence. There is rarely a wrong decision, but there can be a poorly argued decision.

Your assignment will be assessed on the following criteria:

The degree to which you have demonstrated understanding of the environmental challenges facing your allocated organisation.

The clarity and structure of your argument.

The clarity of your presentation: spelling, punctuation, and grammar.

The degree to which you have informed your writing by use of strategic management techniques and models with appropriate citation

The degree of critical analysis and discussion.

REQUIREMENTS

It is essential that you:

- Attend all lectures and seminars;
- Actively participate in lectures / seminars, taking notes as appropriate;
- Read prior to lectures at least the relevant chapter in the main textbook (or an alternative) and suggested literature. These readings are not exhaustive of the topics but serve to provide you with a background to facilitate understanding during lectures;
- Engage actively in all sessions of the class, especially group work.

Assignment Submission

Your assignment must be submitted by 16.00 hrs on Wednesday 1st April 2015 via the assignment box outside Room 3A11. Please ensure that your student registration number and module code are stated on every page of your assignment (either in a header or footer) and that your assignment is stapled in the top left hand corner. An assignment cover sheet should be completed and attached to the front of your assignment.

Cover sheets will be available to print off from the module Succeed site. The assignment must also be uploaded via the Turn-It-In tool on Succeed prior to the date of submission. It is the individual responsibility of each student to ensure that there is a low similarity index score. A high similarity index score must be investigated and rectified by students prior to final submission of the assignment. Once marked, your assignment will be returned to you.

Extensions to coursework will only be given for genuine personal or medical reasons. Unauthorised late submission will be penalised by a loss of 3 marks per day overdue. Extensions to coursework have to be made **by e-mail** to the module coordinator explaining the reason(s) behind non-submission by the deadline date. Extensions will only be given on the basis of medical evidence or other very special circumstances. Failure to get permission for an extension may result in non-acceptance of the coursework for marking. After seven calendar days, the piece of work will be deemed a non-submission and will be given a mark of 0 (zero). It is anticipated that assignments will be marked and returned approximately two weeks after the submission date.

Students should note that all assessment elements are compulsory. To complete the module you must complete all of the assessment components. Resit assignments and examinations are available but only to students who have completed all components of assessment.

Referencing

The Stirling Management School recommend using the **Harvard Stirling University Referencing Style (HSU)**.

The following brief information will help you to get started using HSU but you should consult the [Harvard Stirling University Guide](http://libguides.stir.ac.uk/Harvard-Stirling) on the Library web pages (<http://libguides.stir.ac.uk/Harvard-Stirling>) for more detailed guidance, additional reference types and updates. This information is also available in the Management School Undergraduate Student Handbook which is available on Succeed.

To acknowledge a paraphrased idea put the reference information in brackets next to the idea used.

For example:

There is some evidence (Smith 1995) that these figures are incorrect.

OR

Smith (1995) has provided evidence that these figures are incorrect.

Multiple Authors: If a reference has two authors include both e.g. (Smith and Richardson 2013) but if it has more than two authors give only the first name followed by et al. e.g. (Johnston et al. 2012).

Example Reference List / Bibliography

Anderson, R.C. and Klofstad, C.A. (2012) Preference for leaders with masculine voices holds in the case of feminine leadership roles. *Plos One*. 7 (12), e51216. Available: <http://www.plosone.org/article/info%3Adoi%2F10.1371%2Fjournal.pone.0051216> [Accessed: 30 July 2014].

Creating the Kelpies (2014) [Television Broadcast] BBC 2 Scotland, 6 May.

Gilmore, S. and Williams, S. eds. (2009) *Human resource management*. Oxford: Oxford University Press.

Roberts, I. (2003) Sociology and industrial relations. In: P. Ackers and A. Wilkinson eds. *Understanding work and employment: industrial relations in transition*. Oxford: Oxford University Press, pp. 31-42.

Scottish Government (2011) *Economic strategy: transition to a low carbon economy*. Scottish Government. Available: <http://www.scotland.gov.uk/Topics/Economy/EconomicStrategy/LowCarbon> [Accessed:28 March 2012].

The Hobbit: an unexpected journey (2013) [DVD] Directed by Peter Jackson. Los Angeles: Warner Bros. Pictures.

Information on all referencing styles can be found here:

<http://www.stir.ac.uk/is/student/writing/referencing/howto/>

SUCCEED INFORMATION

Refer to the Succeed website for complementary information about:

- How to submit your essay via Turn-It-In;
- What is meant by plagiarism at Stirling (also check your student Handbook for comprehensive explanations on how to reference work properly);
- Your responsibilities as a student;
- Workload;
- Marking and retention of assessed work;
- Marking scheme.

RECOMMENDED READING LIST

The core text book for this module is:

Johnson, G, Whittington, R, Scholes, K, Angwin, D, Regner, P (2015) *Fundamentals of Strategy*, 3rd Edition, Pearson, ISBN: 978-1-292-0721-1.

There are a number of other texts that can be utilised including:

Johnson, G, Scholes, K, Whittington, R, *Fundamentals of Strategy*, 1st & 2nd Editions, Pearson

Foundations of Strategy (2012) by Robert M Grant and Judith Jordan, Wiley

Johnson, G, Scholes, K, *Exploring Corporate Strategy* (any edition), Financial Times/Prentice Hall

Lynch R, *Corporate Strategy* (any edition) Financial Times/Prentice Hall

Thompson, J. & Martin, F, *Strategic Management*, (any edition)' Thomson Learning

Mintzberg, Henry. & Quinn, James Brian, (1996), *The strategy process: concepts, contexts, cases*. 3rd ed. Prentice-Hall International

Bob de Wit & Ron Meyer (1998), *Strategy: Process, Content, Context, An International Perspective* 2nd ed., International Thomson Press ISBN 1861521391

Additional Reading

The following books are suggested for giving both a general and a more specialist analysis/discussion. Again, a limited number are available in the library.

Asch, D. & Bowman, C. (Eds) (1989) *Readings in Strategic Management*, Macmillan, ISBN 0-333-51793

Ambrosini, V. (1998) *Exploring Techniques of Analysis and Evaluation in Strategic Management* Prentice Hall Europe, ISBN: 0-13-570680-7

Campbell, A. & Sommers, Luchs, K. (1997) *Core Competency-Based Strategy*, International Thomson Press, ISBN: 0-415-13688-1

You are also advised to consult the large number of journals devoted to the broad areas of management, and strategic management in particular *Journal of Management Studies*, *British Journal of Management*, *Strategic Management Journal*, *Long Range Planning*, *Harvard Business Review*, *California Management Review* etc, as well as the quality business press and news web sites, where more recent and contemporary strategy research is published and debated. A module reading list is also available from the library with articles related to the lecture programme.

MARKING SCHEME

Details of the Common Marking Scheme can be found at:

<http://www.stir.ac.uk/academicpolicy/handbook/assessmentincludingacademicmisconduct/>

ACADEMIC MISCONDUCT

The University has an agreed policy setting out procedures for dealing with academic misconduct. Details can be found at: <http://www.quality.stir.ac.uk/ac-policy/assessment.php> Students' should familiarise themselves with "The Little Book of Plagiarism" and "The Little Book of Academic Misconduct", which can be found in the Succeed site for this module.