Aston Business School
Birmingham

BSM929 STRATEGIC MANAGEMENT

Academic Year 2011/12

Number of Aston Credits: 15

Number of ECTS Credits: 7.5

Staff Member Responsible for the Module:

Dr. des. Carola Wolf - c.wolf@aston.ac.uk
Mani Building South Wing Room 918, Extension 3008
Email: c.wolf@aston.ac.uk
Or contact the Economics and Strategy Group Administrator
Lynne Woolley, SW907b, Extension 3038
Email: l.woolley@aston.ac.uk

Other Staff Members Contributing to the Module:

Mr. Joe Bromfield - bromfijp@aston.ac.uk
Mr. Munshi Haq - haqmm@aston.ac.uk
Ms. Meng Song – songm@aston.ac.uk

Pre-requisites for the Module:

None

Mode of Attendance:

On-Campus

Module Objectives and Learning Outcomes:

The purpose of this course is to help participants learn to think strategically. Content will focus on the theory, concepts and frameworks associated with competitive and corporate strategy and the strategy development process.

Specific objectives:

1. To master core conceptual frameworks related to the analysis and development of corporate and competitive strategy.

2. To develop skills in problem recognition and problem solving.
3. To develop the ability to think and act strategically.

Module Content:

Week 1	Introduction: What is Strategy?
Week 2	Strategic Position (I) - Analysing the environment
Week 3	Strategic Position (II) - Analysing internal configurations of organizations
Week 4	Strategic Position (III) - Strategic Purpose & Sustainability
Week 5	Strategic Choices (I) - Business Strategy, Innovation & Entrepreneurship
Week 6	Strategic Choices (II) - Corporate Strategy
Week 7	Strategy in Action (I) - Strategy Processes
Week 8	Strategy in Action (II) - Strategic Initiatives
Week 9	Revision
Week 10	**Examination**

Corporate Connections:

Case studies integrated into the course work build the base to apply theoretical concepts and frameworks to real organizational contexts and problems
Each week students are presented with issues, problems and cases to discuss in class and in syndicate groups with a view to attaining the learning outcomes. The cases and discussions are intended to develop students' ability to apply theory to practice through critical case analysis.

International Dimensions:

The cases and examples discussed in class draw on a broad range of organizations from diverse industries and geographical backgrounds.

Contribution of Research:

The readings for this course integrate research studies published in leading academic journals which complement the textbook readings.

Furthermore, the course content is influenced by the lecturer's research on strategy processes and the role of middle managers in strategy making.

Method of Teaching:

To achieve the defined module objectives and learning outcomes, we work toward building a conceptual foundation and a good working knowledge of the analytic frameworks of strategic management.

The course incorporates weekly lectures and tutorials. Lectures serve to provide an overview of the respective session topic and clarify student questions on the pre-assigned readings. In the tutorial sessions students will present and discuss exemplar organizational cases. Concepts and frameworks from the assigned readings will be used as lenses to examine issues in the cases. Participants will be evaluated on the basis of their ability to apply course frameworks as the basis for developing responses to the questions posed in the cases. Cases presented and discussed in the tutorial sessions will be prepared in the pre-assigned student groups.

Method of Assessment and Feedback:

Assessment for this course is divided into two main components:

1. group assignments for the tutorials to be handed in as a result of the work in assigned student groups - 20% of final grade
2. a company analysis and report generated in the pre-assigned working groups - 30% of final grade
3. a final exam - 2 hours, closed book - 50% of final grade

Learning Hours:

Contact hours (1 hrs lecture and 2 hrs tutorial per week)	27
pre-class preparation	27
group work for tutorials	27
group work for company analysis	50
private reading/exam preparation	17
examination	2
Total	**150**

Aston Business School
Birmingham

The following essential and recommended readings are subject to change. Students should not therefore purchase textbooks prior to commencing their course. If students wish to undertake background reading before starting the course, many of the chapters/readings are available in electronic form via on-line library catalogues and other resources.

Essential Reading:

Text book:
Johnson, Whittington and Scholes (9th Ed) (2010) 'Exploring Strategy – Text and Cases' Essex: Prentice Hall.

Please note that NO OTHER versions of the text book are suitable for the study of this module as extensive use is made of the case material from the 9th edition. You are therefore required to obtain a copy of the 9th edition ONLY with TEXT AND CASES.

Additionally, selected journal articles will be assigned for each session.

Indicative Bibliography:

M. Porter "Competitive Strategy"

M. Porter "Competitive Advantage"

H. Mintzberg, B. Ahlstrand & J.B. Lampel "Strategy Safari: The Complete Guide Through the Wilds of Strategic Management"

G. Hamel & C.K. Prahalad "Competing for the Future"

Recommended Journals:

Strategic Management Journal

Strategic Organization

Long Range Planning

Harvard Business Review