

Sub-Section D – Module D # [1]		
1	Title of Module/Title	Strategic Management
2	Module/Unit Description	<p>The Strategic Management module is designed to provide students with a comprehensive understanding of the formulation, implementation, and evaluation of strategies that drive long-term business success. Students will explore key concepts and frameworks related to competitive analysis, strategic decision-making, and leadership in a globalized business environment. The course emphasizes the importance of aligning strategic goals with an organization’s vision, mission, and operational processes to gain a competitive advantage in both domestic and international markets.</p> <p>Students will learn how to assess internal and external factors that influence an organization's strategic position, including market trends, competitor behavior, and evolving customer needs. The module also covers the development of sustainable strategies that integrate innovation, corporate social responsibility, and ethical decision-making. Through real-world or simulated case studies and practical simulations, students will engage in critical thinking exercises that challenge them to analyze business environments and develop strategic responses to complex challenges.</p>
3	Learning Outcomes	
3.1	Competences	<p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <ol style="list-style-type: none"> <li>a. Collaborate with cross-functional teams to formulate and implement organizational strategies in dynamic business environments.</li> <li>b. Manage the strategic planning process by supervising the analysis of internal and external factors that influence business decisions.</li> <li>c. Ensure alignment between corporate objectives and long-term strategic goals to achieve sustainable competitive advantage.</li> <li>d. Advise senior leadership on the formulation of innovative and ethical business strategies.</li> <li>e. Negotiate strategic partnerships and alliances to enhance global market positioning.</li> </ol>
3.2	Knowledge	<p>At the end of the module/unit the learner will have been exposed to the following:</p>

		<ul style="list-style-type: none"> <li>a) Define key concepts and frameworks of strategic management, such as SWOT analysis, PEST analysis, and Porter’s Five Forces.</li> <li>b) Identify the internal and external factors that impact an organization's strategic positioning.</li> <li>c) Describe the process of formulating, implementing, and evaluating business strategies in diverse organizational contexts.</li> <li>d) List different types of competitive strategies used by firms to achieve market dominance.</li> <li>e) Recall historical case studies and their strategic decisions that led to organizational success or failure.</li> </ul>
3.3	Skills	<p>At the end of the module/unit the learner will have acquired the following skills:</p> <ul style="list-style-type: none"> <li>a) Apply strategic analysis tools, such as SWOT and PEST, to assess business environments and make informed decisions.</li> <li>b) Demonstrate the ability to develop and implement strategic initiatives that align with organizational goals.</li> <li>c) Plan strategic responses to emerging market trends and competitive pressures.</li> <li>d) Use strategic frameworks to analyze real-world business challenges and propose viable solutions.</li> <li>e) Create comprehensive strategic plans that incorporate innovation, sustainability, and corporate social responsibility.</li> </ul> <hr/> <p><b>Module-Specific Learner Skills</b> (Over and above those mentioned in Section B)</p> <p>At the end of the module/unit the learner will be able to:</p> <ul style="list-style-type: none"> <li>a) <b>Lead Strategic Initiatives:</b> Guide teams in the execution of complex strategic projects, ensuring alignment with the organization’s overall objectives.</li> <li>b) <b>Evaluate Strategic Alternatives:</b> Critically assess multiple strategic options using data-driven insights, selecting the best alternative based on long-term business goals.</li> </ul>

		<p>c) Implement Change Management: Apply change management principles to navigate and manage organizational transitions that arise from strategic decisions.</p> <p>d) Facilitate Cross-Departmental Collaboration: Act as a facilitator between different business units, ensuring that all departments are aligned with the organization's strategic direction.</p> <p>e) Monitor Strategic Performance: Develop key performance indicators (KPIs) to monitor and evaluate the success of implemented strategies, making adjustments where necessary.</p>
		<p><b>Module-Specific Digital Skills and Competences</b> (Over and above those mentioned in Section B) At the end of the module/unit, the learner will be able to:</p> <p>a) Effectively select and apply relevant digital applications (e.g., data visualization tools, online dashboards, collaborative whiteboards) to analyze complex business problems and propose evidence-based strategic solutions.</p> <p>b) Critically assess data sourced from digital environments, interpret key patterns and performance indicators, and translate them into actionable strategic recommendations for organizational development.</p>
4	MQF Level pegged for this module/unit	MQF 7
5	Total Number of ECTS for this module/unit	8 ECTS
6	<p>Hours of Total Learning for this module/unit</p> <p>1 ECTS is equal to 25 total hours of learning, encompassing contact hours, supervised placement and practice hours, self-study hours, and assessment hours. A minimum of 20% (5 hours for every ECTS) must be dedicated to contact hours, or as otherwise specified by MFHEA.</p>	<p>Total Contact Hours <input type="text" value="40"/></p> <p>(Contact Hours are hours invested in learning new content under the direction of a tutor/lecturer (e.g. lectures, participation in online forums))</p> <p>Self – Study Hours <input type="text" value="140"/></p> <p>(Estimated workload of research and study)</p> <p>Assessment Hours <input type="text" value="20"/></p> <p>(Examinations/ presentations/group work/ projects, etc.)</p> <p>Supervised Placement and Practice Hours <input type="text" value="0"/></p> <p>(During these hours the learner is supervised, coached, or mentored. Tutorial hours may be included here)</p>
7	Total Learning Hours for this module/unit.	200

8	Mode of Delivery	<input type="checkbox"/> 100% Face to Face <input checked="" type="checkbox"/> 100% Online <input type="checkbox"/> Blended Learning Point D9 is required to be filled in. <input type="checkbox"/> Work Based Learning
9	Blended Learning	Contact Hours delivered online. <div style="border: 1px solid black; width: 100px; height: 20px; margin: 0 auto; text-align: center;">%</div> Contact Hours delivered Face to Face <div style="border: 1px solid black; width: 100px; height: 20px; margin: 0 auto; text-align: center;">%</div>
10	Explain how this module/unit will be taught.  Provide module/unit-specific details as applicable. Please identify and describe the digital learning tools being used for the programme, and any other relevant information.	<ol style="list-style-type: none"> <li>1. <b>Asynchronous Video Lectures:</b> <ul style="list-style-type: none"> <li>○ <b>Description:</b> Pre-recorded lectures will introduce core concepts, theories, and models of strategic management. These will be accessible at any time, allowing students to engage with the material at their own pace.</li> <li>○ <b>Tools:</b> Videos will be hosted on the Learning Management System (LMS). Students can pause, rewind, and revisit the lectures to ensure thorough understanding.</li> </ul> </li> <li>2. <b>Case Studies:</b> <ul style="list-style-type: none"> <li>○ <b>Description:</b> Real-world or simulated case studies will be used to demonstrate the application of strategic management frameworks in various industries. Students will analyze these cases and provide solutions based on the theoretical knowledge gained.</li> <li>○ <b>Tools:</b> Case studies will be shared via the LMS. Students will submit their case analyses through the platform, which will also be used for case discussions.</li> </ul> </li> <li>3. <b>Discussion Forums:</b> <ul style="list-style-type: none"> <li>○ <b>Description:</b> Asynchronous discussion forums will provide a space for students to engage in in-depth discussions on strategic management topics. These forums will allow students to reflect on the material, share ideas, and debate key strategic issues with their peers.</li> <li>○ <b>Tools:</b> The LMS will host the discussion boards where students will post responses to prompts and engage in conversation. Lecturer will moderate the forums and provide guidance where necessary.</li> </ul> </li> <li>4. <b>Mentorship and Tutoring</b> <ul style="list-style-type: none"> <li>○ <b>Description:</b> Individual or small-group mentorship sessions will support students in deepening their</li> </ul> </li> </ol>

		<p>understanding of the module’s topics and applying theoretical knowledge to practical tasks. Mentorship will focus on clarifying complex concepts, assisting with assignments and case studies, and fostering analytical and critical thinking skills. Students will be able to schedule sessions flexibly based on their availability.</p> <ul style="list-style-type: none"> <li>○ <b>Tools:</b> Mentorship and tutoring will be delivered through tools available within the Learning Management System (LMS), including video-conferencing platforms, scheduling features, and shared learning resources. The LMS will also be used for exchanging feedback, asking questions, and providing supplementary materials needed for successful completion of the module.</li> </ul>
11	<p>Explain how this module/unit will be assessed.</p> <p>Include assessment weightings for this particular module. (Example: Presentation: 40% and Assignment: 60%)</p> <p>Identify and describe the digital learning tools being used for the assessment chosen and indicate the pass mark. Additionally, add detail specific to the assessment, such word count, duration, etc.</p>	<p><b>1. Case Study Analysis – 60%</b></p> <ul style="list-style-type: none"> <li>○ <b>Description:</b> Students will be provided with a real-world or simulated business case to analyze. They will be required to apply strategic management theories and frameworks (e.g., SWOT, Porter’s Five Forces) to propose actionable solutions.</li> <li>○ <b>Details:</b> <ul style="list-style-type: none"> <li>- Word Count: 1,500 – 2,000 words</li> <li>- Submission: Via the Learning Management System (LMS).</li> <li>- Digital Tools: Case studies will be shared through the LMS, and students will submit their written analyses through the platform.</li> <li>- <b>Pass Mark:</b> 61%</li> </ul> </li> </ul> <p><b>2. Online Test – 40%</b></p> <ul style="list-style-type: none"> <li>○ <b>Description:</b> A graded online test will be conducted at the end of the module to assess students' understanding of the core concepts in strategic management. The test will include multiple-choice, short answer, and scenario-based questions.</li> <li>○ <b>Details:</b> <ul style="list-style-type: none"> <li>- Duration: Each quiz will last approximately 20-30 minutes.</li> <li>- Format: A mix of multiple-choice, short-answer, and case-based questions.</li> <li>- Digital Tools: Test will be hosted and graded automatically on the LMS, with instant feedback.</li> <li>- <b>Pass Mark:</b> 61%</li> </ul> </li> </ul>
		<p><b>Digital Learning Tools Used for Assessment:</b></p>

		<ol style="list-style-type: none"> <li>1. Learning Management System (LMS): <ul style="list-style-type: none"> <li>○ Centralized platform for submitting case studies, and hosting online tests.</li> </ul> </li> <li>2. LMS Test: <ul style="list-style-type: none"> <li>○ Automated online test with instant feedback to track student progress and comprehension.</li> </ul> </li> </ol>
	<p>Practicum/Final Thesis/Final Project</p> <p>This field is only to be filled in if the programme includes a practicum/Final Thesis/final project.</p>	N/A
12	<p>Placement/Work-based learning (if applicable)</p> <p>Provide a clear description of how the placement/work-based learning will be taught, supervised, and assessed. Additionally, submit documentation, such as an MOU from the place of placement, in which the entity clearly outlines the criteria for the placement to take place. Any additional documentation supporting the placement/work-based learning are also to be submitted.</p>	N/A
13	<p>Reading List</p> <p>Distinguish between core and supplementary texts as applicable.</p> <p>Programmes at MQF level 5 and above should not just present the main legislation or one textbook/ source but present also other viewpoints and perspectives as applicable. For texts/sources with different editions, it is recommended that the latest version is included.</p> <p>For programmes at MQF level 5 and above it is recommended that texts should not be older than 10</p>	<p>Core Reading List</p> <ol style="list-style-type: none"> <li>1. Strategic Management, 2nd Edition, Autor: John Morris, Oregon State University, 2019 <a href="https://open.oregonstate.education/strategicmanagement/">https://open.oregonstate.education/strategicmanagement/</a></li> <li>2. Strategic Management, Autor: Reed Kenedy, Pamplin College of Business, 2020 <a href="https://vtechworks.lib.vt.edu/items/d0db687c-01d8-4efd-b93c-d51ba70d9877">https://vtechworks.lib.vt.edu/items/d0db687c-01d8-4efd-b93c-d51ba70d9877</a></li> <li>3. Principles of Management, Autors: David S. Bright and Co., Rice University, 2019 <a href="https://assets.openstax.org/oscms-prodcms/media/documents/PrinciplesofManagement-OP_mGBMvoU.pdf">https://assets.openstax.org/oscms-prodcms/media/documents/PrinciplesofManagement-OP_mGBMvoU.pdf</a></li> </ol>

	<p>years, although this threshold may be too low for higher MQF levels especially in particular content areas. The exception is 'classic/canonical' texts, such as the original texts by Piaget in psychology or Plato's Republic in Philosophy.</p>	<p>Supplementary Reading List</p> <ol style="list-style-type: none"><li>1. Blue Ocean Shift: Beyond Competing - Proven Steps to Inspire Confidence and Seize New Growth, Autor: W. Chan Kim and Renée Mauborgne, Hachette Books, 2017 <a href="https://www.scribd.com/document/660695195/Blue-Ocean-Shift-W-Chan-Kim-Renee-Mauborgne">https://www.scribd.com/document/660695195/Blue-Ocean-Shift-W-Chan-Kim-Renee-Mauborgne</a></li><li>2. Research and other articles related to strategic management as per the tutor's instructions.</li></ol>
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