



MN3311 – Dynamic Strategic Management

MODULE TYPE/SEMESTER: Honours/Option (20 Credits)/Semester 1

PRE-REQUISITE(S): MN2001 and MN2002

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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: 10 (weekly) x 2-hour sessions
- Tutorials: 5 tutorials, each Tutorial is a 1-hour.

LEARNING OUTCOMES:

By the end of the module, it is anticipated that students will display the following learning outcomes:

- i. An understanding of the scope and defining features of strategic management in organisational settings
- ii. A comprehensive and critical knowledge and interpretation of classical and contemporary ideas, theories, concepts and terminology in the field of strategy
- iii. An ability to use a range of strategic management tools, techniques, analytical frameworks and perspectives;
- iv. A critical awareness, evaluation and synthesis of the various discourses/practices in the field of strategy and an autonomous personal position vis-à-vis the social significance of the strategic management alongside the fundamental strategic analysis, strategic planning, strategy formulation & implementation skills.

INDICATIVE LECTURE TOPIC OUTLINE:

Week

- 1** Introduction to strategy
- 2** Strategic positioning and competitive advantage
- 3** Resources, capabilities and activities
- 4** Strategy as practice
- 5** Stakeholders and power dynamics in the strategy process
- 6** No lecture: ILW
- 7** International strategic management
- 8** Organisational design and strategy
- 9** Organisational culture and strategy
- 10** Managing strategic change & implementation
- 11** Wrap up, synthesis & revision

ASSESSMENTS:

- Assessment 1: Progress report 20%
- Assessment 2: Groupwork 20%
- Assessment 3: Individual essay 60%

READING LIST:

Core text: Grant, R.M. & Jordan, J. (2015) Foundations of strategy. 2nd Edition, Wiley Publishing.

Supplementary Text: MacKay, B., Arevuo, M., MacKay, D. & Meadows, M. (2020) *Strategy: Theory, Practice, Implementation*. Oxford University Press.

A reading list of research papers is available on Moodle for each weekly lecture.

Organisation of courses may be subject to change without notice.