Module Descriptor

Title	The Strategic Manager		
Session	2026/27	**Status**	Validated
Code	BUSN11143	**SCQF Level**	11
Credit Points	20	**ECTS (European Credit Transfer Scheme)**	10
School	**Business and Creative Industries**		
Module Co-ordinator	Ying Ding Scotland and TNE Selman Tetik London		

Summary of Module

This module considers the role of managers in shaping and crafting strategy. Students will develop knowledge of strategy and strategic management, and explore the process of strategy development and how organisations might respond to factors that influence their intended strategies.

Content – strategy, strategic management, factors influencing strategy development and implementation.

The topics cover a number of areas such as the role and tasks of top management, the nature of strategic management, strategic change and decisions, business policy, organisational analysis, competitive position, SWOT analysis, value chain analysis, comparative analysis, resource led strategy examining the role of people, technology and information management on strategy. Social and political influence, organisational objectives, power. Strategic choice, generic strategies, strategy development, techniques and approaches to strategy evaluation. Strategy implementation, planning and resource allocation. Role of organisation structure, systems and culture . Managing strategic change. Strategic leadership.

Module Delivery Method	**On-Campus[1]**	**Hybrid[2]**	**Online[3]**	**Work -Based Learning[4]**
	☒	☒	☒	☒

[1] Where contact hours are synchronous/ live and take place fully on campus. Campus-based learning is focused on providing an interactive learning experience supported by a range of digitally-enabled asynchronous learning opportunities including learning materials, resources, and opportunities provided via the virtual learning environment. On-campus contact hours will be clearly articulated to students.

[2] The module includes a combination of synchronous/ live on-campus and online learning events. These will be supported by a range of digitally-enabled asynchronous learning opportunities including learning materials, resources, and opportunities provided via the virtual learning environment. On-campus and online contact hours will be clearly articulated to students.

[3] Where all learning is solely delivered by web-based or internet-based technologies and the participants can engage in all learning activities through these means. All required contact hours will be clearly articulated to students.

[4] Learning activities where the main location for the learning experience is in the workplace. All required contact hours, whether online or on campus, will be clearly articulated to students

Campuses for Module Delivery	☐ Ayr ☐ Dumfries		☒ Lanarkshire ☒ London ☒ Paisley		☒ Online / Distance Learning ☒ Other (specify) Trans National Education	
Terms for Module Delivery	Term 1	☒	Term 2	☒	Term 3	☒
Long-thin Delivery over more than one Term	Term 1 – Term 2	☒	Term 2 – Term 3	☒	Term 3 – Term 1	☒

Learning Outcomes	
L1	On successful completion of this module the student will be able to: Develop a critical knowledge of strategy and strategic management
L2	On successful completion of this module the student will be able to: Critically evaluate the influences on organisational strategy development
L3	On successful completion of this module the student will be able to: Develop organisational strategies that take cognisance of internal and external influences and acknowledge the complexities and ambiguities surrounding such decisions
L4	On successful completion of this module the student will be able to: Critically reflect on the role of leadership in strategic change and strategy implementation
L5	

Employability Skills and Personal Development Planning (PDP) Skills	
SCQF Headings	**During completion of this module, there will be an opportunity to achieve core skills in:**
Knowledge and Understanding (K and U)	**Please select SCQF Level** SCQF Level 11. A broad and integrated knowledge of the main areas of strategic management A critical understanding of the theories and principles of strategic management Extensive and critical knowledge of some specialised areas of strategic management
Practice: Applied Knowledge and Understanding	**Please select SCQF Level** SCQF Level 11.

	Using a range of skills and techniques as appropriate to the discipline Applying a range of techniques of enquiry and research Planning and executing the analysis and presentation of the findings of a case study
Generic Cognitive skills	**Please select SCQF Level** SCQF Level 11. Applying critical analysis and evaluation to some issues in strategic management Identifying, abstracting, responding creatively to theoretical and practical issues in strategic management Critically reviewing and extending knowledge; and making informed judgements when information is inconsistent or incomplete
Communication, ICT and Numeracy Skills	**Please select SCQF Level** SCQF Level 11. Communicating effectively to a range of audiences, including peers and tutors Using a wide range of software packages to support and enhance learning Critically evaluating a wide range of numerical and graphical data as appropriate
Autonomy, Accountability and Working with Others	**Please select SCQF Level** SCQF Level 11. Exercising substantial autonomy and initiative in studies Taking responsibility for own work and the work of others in group work Dealing with complex ethical issues raised in strategic management

Prerequisites	**Module Code**	**Module Title**
	Other	
Co-requisites	**Module Code**	**Module Title**

Learning and Teaching

In line with current learning and teaching principles, a 20-credit module includes 200 learning hours, normally including a minimum of 36 contact hours and maximum of 48 contact hours.

Learning Activities During completion of this module, the learning activities undertaken to achieve the module learning outcomes are stated below:	**Student Learning Hours** (Note: Learning hours include both contact hours and hours spent on other learning activities)
Lecture / Core Content Delivery	20
Tutorial / Synchronous Support Activity	20
Please select	160
Please select	
Please select	
Independent Study	
TOTAL	200

Indicative Resources
The following materials form essential underpinning for the module content and ultimately for the learning outcomes:
(N.B. Although reading lists should include current publications, students are advised (particularly for material marked with an asterisk*) to wait until the start of session for confirmation of the most up-to-date material)

Attendance and Engagement Requirements
In line with the Student Attendance and Engagement Procedure, Students are academically engaged if they are regularly attending and participating in timetabled on-campus and online teaching sessions, asynchronous online learning activities, course-related learning resources, and complete assessments and submit these on time. **For the purposes of this module, academic engagement equates to the following:** The following materials form essential underpinning for the module content and ultimately for the learning outcomes: The following materials form essential underpinning for the module content and ultimately for the learning outcomes: Thompson, J. L., Martin, F. and Scott, J. (2022) Strategic Management: Awareness and Change, 10th Ed; Andover, Hampshire: Cengage Learning EMEA Johnson, G., Scholes. K., Angwin, D., Regner, P. and Whittington. R. (2020). Fundamentals of Strategy: Text and cases, 5th Ed, Harlow: Pearson. Grant, R., (2021). Contemporary Strategy Analysis, 11th ed; Chichester: Wil

Students will have access to UWS library facilities so that core texts will be supplemented by case studies, academic journal articles and bespoke on-line resources.

Equality and Diversity
The University's Equality, Diversity and Human Rights Procedure can be accessed at the following link: UWS Equality, Diversity and Human Rights Code.
(N.B. Every effort will be made by the University to accommodate any equality and diversity issues brought to the attention of the School)

Supplemental Information

Divisional Programme Board	**Please select**
Overall Assessment Results	☐ **Pass / Fail** ☒ **Graded**
Module Eligible for Compensation	☐ **Yes** ☒ **No** **If this module is eligible for compensation, there may be cases where compensation is not permitted due to programme accreditation requirements. Please check the associated programme specification for details.**
School Assessment Board	
Moderator	Bernard Boateng
External Examiner	Clare Manning
Accreditation Details	Chartered Management Institute
Module Appears in CPD catalogue	☒ **Yes** ☐ **No**
Changes / Version Number	3

Assessment (also refer to Assessment Outcomes Grids below)
Assessment 1
Academic Essay 1500 Words
Assessment 2
Consultancy Case Study 2500 words
Assessment 3
(N.B. (i) Assessment Outcomes Grids for the module (one for each component) can be found below which clearly demonstrate how the learning outcomes of the module will be assessed. (ii) An indicative schedule listing approximate times within the academic calendar when assessment is likely to feature will be provided within the Student Module Handbook.)

Component 1							
Assessment Type	**LO1**	**LO2**	**LO3**	**LO4**	**LO5**	**Weighting of Assessment Element (%)**	**Timetabled Contact Hours**

	☒	☒	☐	☐	☐	30	10

Component 2							
Assessment Type	**LO1**	**LO2**	**LO3**	**LO4**	**LO5**	**Weighting of Assessment Element (%)**	**Timetabled Contact Hours**
	☐	☐	☒	☒	☒	70	30

Component 3							
Assessment Type	**LO1**	**LO2**	**LO3**	**LO4**	**LO5**	**Weighting of Assessment Element (%)**	**Timetabled Contact Hours**
	☐	☐	☐	☐	☐		
Combined total for all components						100%	hours

Change Control

What	**When**	**Who**