



Module Specification

Aerospace Strategic Management

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Part 1: Information

Module title: Aerospace Strategic Management

Module code: UMSCD8-10-M

Level: Level 7

For implementation from: 2023-24

UWE credit rating: 10

ECTS credit rating: 5

Faculty: Faculty of Business & Law

Department: FBL Dept of Business & Management

Partner institutions: None

Delivery locations: Not in use for Modules

Field: Strategy and International Business

Module type: Module

Pre-requisites: None

Excluded combinations: None

Co-requisites: None

Continuing professional development: No

Professional, statutory or regulatory body requirements: None

Part 2: Description

Overview: Not applicable

Features: Not applicable

Educational aims: The education aims of the module are:

To be able to critically evaluate strategies and their implementation in students'

organisations

To understand theoretical underpinnings of strategy development in commercial organisations

To be able to synthesise both theoretical and practical approaches to strategy realisation

To understand and critically examine commonalities and differences between strategy as practised in the aerospace versus other industries and sectors

To be able to understand and contribute to the strategy development process within organisations

To be able to put in a business context the technical topics contained within other CPDA modules

Outline syllabus: The syllabus includes:

Strategy: introductory concepts: what strategy is; how is it executed; what the pitfalls are; how aerospace strategy differs from other areas; the role of regulation and government

Strategic issues in aerospace: specific strategic issues; the role of risk; capital investment; lifecycles; manufacturing versus service-based concepts

Strategic environments: external analysis; scenario planning; data collection and dissemination

Competitive strategy: generic strategies; building and sustaining competitive advantage; balancing the portfolio of products / services

Building capabilities: core competences; dynamic capabilities; building and maintaining competitive and distinctive competences against competition

Management of knowledge: taxonomy of knowledge; knowledge as a strategy; protecting and acquiring knowledge

Manufacturing / quality strategy: bases of manufacturing strategies; application to

aerospace environment; maintaining quality in the face of competition; lean manufacturing and the link to strategy. Exploration of the link between technology and strategy

Collaboration as a strategic move; principles of alliance-building; 'coopetition'; fundamentals of good practice vis. joint ventures and partnerships

Global strategy: globalisation principles; country-based versus international advantage; strategies to cope with globalisation; the role of government in global trading

Scenario and strategy ; practical application of skills learned; simulation of strategy building and implementation in chosen industry sectors

Part 3: Teaching and learning methods

Teaching and learning methods: The course includes the following methods: lectures on main topics; use of a wide variety of case studies including primarily those based on the aerospace primes sector but also including others outside this immediate sector; a daylong strategy simulation exercise; guest lectures from industry contributors; discussion based on delegate experience and knowledge of their organisation's strategy. Students are encouraged to make explicit links between theoretical material and practical observation of strategy in their own organisations and those of co-delegates.

Delegates will prepare 4 substantive case studies prior to the module (on which they will be given further preparation guidance at the module itself), and also read the central textbook and, in the course of preparing their assessment, read significant journal articles relevant to their particular project. Delegates will be encouraged to submit proposals for their project-based assessments in order to seek approval and advice concerning any anticipated problems in accessing in-company information.

Module Learning outcomes: On successful completion of this module students will achieve the following learning outcomes.

A1 Knowledge and understanding of the main theories, concepts and models relevant to strategy development and processes

A2 The ability to evaluate key managerial issues involved in preparation and execution of strategy

A3 The ability to apply strategic planning techniques and models to inorganisation issues, using problem-solving methods appropriate to the area

C1 The ability to compare and optimise external and internal factors influencing an organisation's strategic effectiveness

C2 Facility in understanding own role in relation to higher-order strategic requirements: particularly based on appreciation of core competences in functional / process areas

C3 Familiarity with the main approaches to strategy development and implementation

D1 Development of an appreciation of the different strategic environments experienced (as illustrated by co-delegates organisational predicaments)

D2 Development of reflective practitioner skills

D3 Ability to think less introspectively about organisational issues and plans

Hours to be allocated: 100

Contact hours:

Independent study/self-guided study = 100 hours

Total = 100

Reading list: The reading list for this module can be accessed at readinglists.uwe.ac.uk via the following link <https://uwe.rl.talis.com/index.html>

Part 4: Assessment

Assessment strategy: The post-module assignment is designed to assess a delegate's ability to critically examine the development and execution of strategy in their organisation or within a strategic business unit therein. They need to align theoretical course material to data collected about that organisation's strategy through desk research and interview. They would be expected to assess the extent to which both development and execution have followed accepted principles and to look at the adequacy of the strategy and propose alterations where necessary. It would be expected that delegates also critically examine the usefulness, robustness and adequacy of strategic theories. In extremis, where a student is not allied to a particular organisation at the time of study, a case-study based project may be provided and the student will be given guidance as to how to research additional material.

The learning outcomes will be assessed within the overall project requirement as this requires:

Application of theories

Identification of a current strategic issue within the organisation

Comparison of internal and external environmental factors

A critique of current plans

Assessment components:

Project (First Sit)

Description: 1 Project – maximum 3500 words

Weighting: 100 %

Final assessment: Yes

Group work: No

Learning outcomes tested: A1, A2, A3, C1, C2, C3, D1, D2, D3

Project (Resit)

Description: 1 Project – maximum 3500 words

Weighting: 100 %

Final assessment: Yes

Group work: No

Learning outcomes tested: A1, A2, A3, C1, C2, C3, D1, D2, D3

Part 5: Contributes towards

This module contributes towards the following programmes of study: