



ACADEMIC SERVICES

MODULE SPECIFICATION

Part 1: Basic Data					
Module Title	Strategic Analysis				
Module Code	UMSCQV-15-M	Level	M	Version	3
UWE Credit Rating	15	ECTS Credit Rating	7.5	WBL module?	No
Owning Faculty	FBL	Field	SOM		
Department	BBS	Module Type	Standard		
Contributes towards	MSC International Management and MSc Business Management, PG Dip Theatre Arts Management				
Pre-requisites	None		Co- requisites	None	
Excluded Combinations	None		Module Entry requirements	None	
First CAP Approval Date	26 March 2015		Valid from	September 2015	
Revision CAP Approval Date			Revised with effect from		

<b>Review Date</b>	September 2021
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Part 2: Learning and Teaching	
Learning Outcomes	<p>On successful completion of this module students will be able to:</p> <ul style="list-style-type: none"> <li>• Explain the development and operation of markets for resources, goods and services (assessment A – exam)</li> <li>• Explain the development within organisations of appropriate policies and strategies within a changing environment to meet stakeholder interests (Assessment B – coursework)</li> <li>• Demonstrate a comprehensive understanding of existing areas of knowledge and practice in strategic management (Assessment B – coursework)</li> <li>• Apply appropriate techniques in the analysis of strategy (Assessments A&amp;B)</li> <li>• Analyse and interpret data and information, evaluate their relevance and validity, and generate a synthesis to aid the interpretation of situations (Assessments A &amp; B)</li> </ul> <p>In addition the educational experience may explore, develop, and practise but not formally discretely assess the following:</p> <ul style="list-style-type: none"> <li>• Working and learning as a team member</li> </ul>
Syllabus Outline	

	<ol style="list-style-type: none"> <li>1. An introduction to strategy <ul style="list-style-type: none"> <li>• The concept of strategy</li> <li>• Strategy and organisation</li> </ul> </li> <li>2. Economic analysis for strategic decisions <ul style="list-style-type: none"> <li>• Microeconomics of strategy <ul style="list-style-type: none"> <li>○ Strategy and markets</li> <li>○ Cost analysis and demand analysis</li> <li>○ Analysis of markets and competition</li> </ul> </li> <li>• Macroeconomics of strategy <ul style="list-style-type: none"> <li>○ The context of strategy and the impact of government action</li> <li>○ National competitive advantage</li> <li>○ Macroeconomic forecasting and the implications for organisations</li> </ul> </li> </ul> </li> <li>3. Strategic Analysis <ul style="list-style-type: none"> <li>• Competitive strategy and the analysis of strategic position</li> <li>• Resources, competences and dynamic capabilities</li> <li>• Strategy and innovation</li> </ul> </li> <li>4. Strategy in Context <ul style="list-style-type: none"> <li>• Strategy and the public and not-for-profit sectors</li> <li>• Corporate Strategy and multi-business organisations</li> <li>• Sustainability and strategy</li> </ul> </li> </ol>
Contact Hours	<p>36 hours</p> <ul style="list-style-type: none"> <li>• Learning in the module is achieved through a combination of class-based activity, Problem-Based Learning (PBL) activities, student-led discussions and independent study. There are classroom sessions (or equivalent activities) for two hours each week over 12 weeks and these are designed to actively support the development of independent learning strategies by the students.</li> </ul>
Teaching and Learning Methods	<ul style="list-style-type: none"> <li>• <b>Teaching Strategy</b> – This module will be taught by lectures, class exercises and through discussion of case study material. In addition students will be expected to contribute using their own research material and experience. At the start of the module guidance will be given to students on how to best use the case method as a means of learning.</li> <li>• <b>Learning methods</b> – Students will need to complete the necessary preparatory reading and exercises prior to class, along with studying any set case material (essential reading). Their learning will be enhanced by class discussion. Students will be expected to put forward, rationalise, substantiate and defend points of view on controversial matters in class.</li> <li>• <b>Blackboard</b> – this module is supported by Blackboard, where students will be able to find all necessary module documentation, including detailed session outlines, instructions for preparatory reading, assessment instructions and guidance on further reading</li> </ul>
Key Information Sets Information	

Key Information Set - Module data				
Number of credits for this module				15
Hours to be allocated	Scheduled learning and teaching study hours	Independent study hours	Placement study hours	Allocated Hours
150	36	114	0	150

The table below indicates as a percentage the total assessment of the module which constitutes a -

**Written Exam:** In-class test with pre-seen case

**Coursework:** Written assignment

Total assessment of the module:	
Written exam assessment percentage	35%
Coursework assessment percentage	65%
Practical exam assessment percentage	0%
	100%

### Reading Strategy

All students will be encouraged to make full use of the print and electronic resources available to them through membership of the University. These include a large range of journals (both print and electronic) and a wide variety of resources available through web sites and information gateways. The University Library's web pages provide access to subject relevant resources and services, and to the library catalogue.

Students will be presented with opportunities within this module to develop their information retrieval and evaluation skills, in order to identify appropriate resources effectively. Students will also be given specific guidance on journal article searching, retrieval, and evaluation in the area of strategic management.

This module is supported by Blackboard, where students will be able to find all necessary module documentation, to include guidance on Further Reading within the module handbook/outline.

#### Essential reading.

This module has one set textbook,. Students are expected to purchase this text. Other required reading will be provided either in a module resource pack or will be electronically retrievable via Blackboard or from the library directly. The set text is:

Grant, R. and Jordan, J. (2015) *Foundations of Strategy* 2<sup>nd</sup> Edition, Wiley

#### Highly Recommended

Griffiths, A. and Wall, S. (2012) *Applied Economics*, 12th Edition, FT Prentice Hall

#### Further reading

Further Reading will be required to supplement the set textbook and other provided readings (see above). The purpose of this Further Reading is to ensure students are familiar with current research, classic works, and material specific to their interests from the academic – often journal – literature. Suggested further reading by topic will

	<p>be indicted in the module handbook/outline provided at the start of the module. There are a large number of books that focus on strategy.</p> <p>However students are also expected to employ their own initiative and discretion in selecting appropriate Further Reading that will support their study. It is expected that students will engage with the academic journal literature on this subject, and as such are likely to use articles from some of the following indicative academic journals in their further reading: <i>Harvard Business Review</i>, <i>MIT Sloan Management Review</i>, <i>Long Range Planning</i>, <i>California Management Review</i>, and the <i>Journal of Management Studies</i>. Access to all these publications is available through the library, and most are available electronically.</p>
Indicative Reading List	<p>To supplement the guidance on reading given above, the following list is offered to provide students, potential students, validation panels and accrediting bodies with an indication of the type and level of information that those enrolled on the module may be expected to consult. As such, its currency may wane during the life span of the module specification. However, as indicated above, current advice on readings will be available via other more frequently updated mechanisms. All the following books can be found in the UWE library:</p> <p>Grant, R. (2013) <i>Contemporary Strategy Analysis</i>, Seventh Edition, Chichester: Wiley</p> <p>Johnson, G. Whittington, R. and Scholes, K. (2008) <i>Exploring Strategy</i>, Eighth Edition, Harlow: Prentice Hall,</p> <p>Dess G.G., Lumpkin, A. and Eisner, G.T. (2014) <i>Strategic Management: Creating Competitive Advantages</i>, Seventh Edition, Maidenhead: McGraw-Hill</p> <p>Hitt, M.A., Ireland, R.D., Hoskisson, R.E. (2010) <i>The Management of Strategy</i>, Ninth Edition. Stanford, USA: Cengage Learning.</p> <p>Whittington, R. (2001), <i>What is strategy - and does it matter?</i>, Second Edition, London: Thomson Learning.</p> <p>Begg, D., and Ward, D. (2013), <i>Economics for Business</i>, Fourth Edition, Maidenhead: McGraw-Hill.</p>

<b>Part 3: Assessment</b>	
Assessment Strategy	<p>As this module encourages students to engage critically and in some depth with a wide range of literature, and to assess the implications of this literature for application within an organisation, assessment is intended to develop and assess these approaches to learning and its implementation. All assessment requires students to review theory and knowledge in the context of case-study based analysis, whether in the form of written cases or students' own employing organisation.</p> <p>Formative assessment occurs throughout the module in tutors' commentary on students' contributions as individuals or in groups. Summative assessment takes place towards the end of the module, and has two components. Component A is a test under controlled conditions lasting one hour and may involve a pre-seen case study. Component B is submitted as coursework (2000 words). Both require case analysis in the light of relevant literature. Together these assessments will enable students to demonstrate that they have achieved the learning outcomes, and covered the syllabus.</p>

Identify final assessment component and element	<b>Component B</b>
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% weighting between components A and B (Standard modules only)	<b>A:</b>	<b>B:</b>
	<b>35%</b>	<b>65%</b>
<b>First Sit</b>		
<b>Component A</b> (controlled conditions) <b>Description of each element</b>	<b>Element weighting</b> (as % of component)	
1. Test under controlled conditions ( 1 hour)	100%	
<b>Component B</b> <b>Description of each element</b>	<b>Element weighting</b> (as % of component)	
1. Assignment (2000 words)	100%	

<b>Resit (further attendance at taught classes is not required)</b>		
<b>Component A</b> (controlled conditions) <b>Description of each element</b>	<b>Element weighting</b> (as % of component)	
1. Test under controlled conditions ( 1 hour)	100%	
<b>Component B</b> <b>Description of each element</b>	<b>Element weighting</b> (as % of component)	
1. Assignment (2000 words)	100%	
<p>If a student is permitted a retake of the module under the University Regulations and Procedures, the assessment will be that indicated by the Module Description at the time that retake commences.</p>		