



MODULE SPECIFICATION

Code: UMSCQV-15-M

Title: Strategic Analysis

Version: 2

Level: M

UWE credit rating: 15

ECTS credit rating: 7.5

Module type: Project

Owning Faculty: FBL

Field: Strategy & International Business

Valid from: September 2007
(Revised 1 September 2008)

Discontinued from:

Contributes towards: MSc International Management; MSc Management

Pre-requisites: None

Co-requisites: None

Excluded combinations: None

Aim of module

The module will familiarise non-specialists with the terminology of economics and strategy, and will develop their understanding of strategic analysis and practice. It will sit alongside and compliment other modules in providing students with a wide-ranging conceptual introduction to the wider environment in which organisations operate.

This module supports the areas of "Markets" and "Business Policy and Strategy", as set out in the QAA Subject Benchmark Statement for *Master's Degrees in Business and Management* (QAA 158 02/07), para 3.9.

Learning outcomes

On successful completion of this module students will be able to:

- Explain the development and operation of markets for resources, goods and services
- Explain the development within organisations of appropriate policies and strategies within a changing environment to meet stakeholder interests
- Demonstrate a comprehensive understanding of existing areas of knowledge and practice in strategic management
- Apply appropriate techniques in the analysis of strategy
- Analyse and interpret data and information, evaluate their relevance and validity, and generate a synthesis to aid the interpretation of situations

All the above learning outcomes are formally assessed through both Components A and B of the assessment.

In addition the educational experience may explore, develop, and practise but not formally discretely assess the following:

- Working and learning as a team member

Syllabus outline

1. An introduction to strategy
 - The concept of strategy
 - Strategy and organisation

2. Economic analysis for strategic decisions
 - Microeconomics of strategy
 - Strategy and markets
 - Cost analysis and demand analysis
 - Analysis of markets and competition
 - Macroeconomics of strategy
 - The context of strategy and the impact of government action
 - National competitive advantage
 - Macroeconomic forecasting and the implications for organisations
3. Strategic Analysis
 - Competitive strategy and the analysis of strategic position
 - Corporate strategy and multi-unit organizations
 - Global strategy and international advantage
4. Strategy and Practice
 - Process analysis and strategic decision-making
 - Risk, uncertainty and strategy
 - Managing strategic change
 - Analysing strategic performance

Teaching and learning methods

- Teaching Strategy – 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.
- Learning Strategy – 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.

The study skills web pages provides support and guidance in a range of areas and students will be guided to this resource where appropriate.

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. Direct links to information resources will also be provided from within Blackboard.

Essential reading.

- This module has a set textbook which students are expected to purchase. 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:

McGee, J., Thomas, H., and Wilson, D. (2005) *Strategy: Analysis & Practice*. McGraw-Hill [ISBN: 0077107063, c.£40]

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 be indicated in the module handbook/outline provided at the start of the module. 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: *Academy of Management Review*, and *Academy of Management Journal*, *Harvard Business Review*, *MIT Sloan Management Review*, *Long Range Planning*, *California Management Review*, and the *Journal of Management Studies*. Access to all these publications is available through the library, and most are available electronically.

Indicative Reading List

- 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, and the classification number in square brackets follows each reference.

Grant, R. (2005) *Contemporary Strategy Analysis* 5th edn. Blackwell [658.4012 GRA]

Johnson, G., Scholes, K., and Whittington, R. (2005) *Exploring Corporate Strategy*. Prentice Hall [658.4012 JON]

Kim, W. Chan and Renée Mauborgne (2005) *Blue Ocean Strategy*. Harvard Business School Press [658.802 KIM]

McGee, J., Thomas, H., and Wilson, D. (2005) *Strategy: Analysis & Practice*. McGraw-Hill [658.4012 MAC]

Mintzberg, Henry. (2003) *The Strategy Process: concepts, contexts, cases*. Pearson [658.4012 MIN]

Roberts, John (2004) *The Modern Firm: Organizational Design for Performance and Growth* (Clarendon Lectures in Management Studies), Oxford University Press [658.4012 ROB]

Stonehouse, George. (2004) *Global and Transnational Business: strategy and management*. Wiley [658.4012 STO]

De Wit B. and R. Meyer (2004) *Strategy: Process, Content, Context* 3rd edn. Thompson Learning [658.4012 DEW]

Assessment

Formative assessment is provided from the start of the module through the class exercises, discussion and through the in-class case based analysis. As students will prepare and lead discussion, they will benefit from class-wide debate and commentary and feedback from the tutor. Summative assessment takes place at the end of the module through an essay.

Specific assessment criteria for both components will be published in the module handbook / outline each year. These will be constructed with reference to the generic *BBS Master's Level Assessment Criteria*, which will also be appended to the module handbook / outline.

Percentage Split

n/a

ATTEMPT 1

First Assessment Opportunity

Component A

Description of each element

1 Proposal (500 words)

2 Report (2500 words)

Element weighting

10%

90%

Second Assessment Opportunity (further attendance at taught classes is not required)

Component A

Description of each element

1 Report (2500 words)

Element weighting

100%

ATTEMPT 2 (OR SUBSEQUENT): Attendance at taught classes is required