



## **Module Specification**

### **Strategic Analysis**

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## Part 1: Information

**Module title:** Strategic Analysis

**Module code:** UMSCQV-15-M

**Level:** Level 7

**For implementation from:** 2023-24

**UWE credit rating:** 15

**ECTS credit rating:** 7.5

**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:** The term 'strategy' is frequently used to describe organisational practices but this term is rarely defined and is often used in different, inconsistent ways. The purpose of this module is to assist you to understand and reflect on strategic behaviour in organisations and appreciate different strategic perspectives and contexts.

The module will start by introducing key macro and micro-economic concepts followed by the main building blocks associated with competitive strategy, in particular the analysis of the competitive environment, the development of competitive strategies and sustainable competitive advantage, the identification of distinctive competences and the change and renewal of capabilities over time through knowledge acquisition and innovation. We then look at corporate strategy and the formulation and implementation of strategy in different organisational contexts.

**Features:** Not applicable

**Educational aims:** Strategic issues are multi-faceted, complex, subtle and often paradoxical. There is rarely one right answer. Drawing on a strong base of theoretical and empirical material, the module is intended to develop your powers of critical thinking as a step towards developing new and imaginative ways to approach problem-solving situations and finding responses that are meaningful and productive.

The module aims to:

Familiarise participants with the terminology of strategy

Assist participants to understand and appreciate both the macro and micro environments of business organisations and their impact on the management's strategic decision making

Develop participants' understanding of strategy analysis and practice

Increase participants' awareness of the strategic determinants of long term business performance

Allow participants to gain an understanding of the strategic operation of organisations within the context of the wider business environment

Analyse strategy from an holistic perspective

Enhance participants' awareness of emerging strategic issues.

**Outline syllabus:** The topics covered in the module are:

An introduction to strategy:

The concept of strategy

Strategy and organisation.

External macro and industry environments:

PESTEL

Five Forces.

Strategic Analysis:

Competitive strategy and the analysis of strategic position

Resources, competences and dynamic capabilities

Strategy and innovation.

Organisational structure:

Strategy and the public and not-for-profit sectors

Corporate Strategy and multi-business organisations

Sustainability and strategy.

Strategy in Context:

Strategy and the public and not-for-profit sectors

Corporate Strategy and multi-business organisations

Sustainability and strategy.

### **Part 3: Teaching and learning methods**

**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 methods – 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.

Blackboard – 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.

Contact Hours:

36 hours

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 weekly classroom sessions (or equivalent activities) over 12 weeks and these are designed to actively support the development of independent learning strategies by the students.

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

**MO1** Explain the development and operation of markets for resources, goods and services

**MO2** Evaluate policies and strategies within a changing environment to meet stakeholder interests.

**MO3** Demonstrate a critical understanding of selected areas of knowledge and practice in strategic management.

**MO4** Critically evaluate the relevance and validity of data and research, and generate a synthesis to aid the interpretation of situations.

**Hours to be allocated:** 150

**Contact hours:**

Independent study/self-guided study = 114 hours

Face-to-face learning = 36 hours

Total = 150

**Reading list:** The reading list for this module can be accessed at [readinglists.uwe.ac.uk](https://uwe.rl.talis.com/modules/umscqv-15-m.html) via the following link <https://uwe.rl.talis.com/modules/umscqv-15-m.html>

## **Part 4: Assessment**

**Assessment strategy:** 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.

Summative assessment takes place towards the end of the module, and has one assessment task: an online examination and will involve a pre-seen case study and will require case analysis in the light of relevant literature. Max 2,000 words .

Formative feedback occurs throughout the module in tutors' commentary on students' contributions as individuals or in groups.

### **Assessment components:**

#### **Examination (Online) (First Sit)**

Description: An online 24-hour assessment via a case study. Students will use the 24-hour period to analyse the case and answer the questions. 2000 words

Weighting: 100 %

Final assessment: Yes

Group work: No

Learning outcomes tested: MO1, MO2, MO3, MO4

#### **Examination (Online) (Resit)**

Description: An online 24-hour assessment via a case study. Students will use the 24-hour period to analyse the case and answer the questions.

Weighting: 100 %

Final assessment: Yes

Group work: No

Learning outcomes tested: MO1, MO2, MO3, MO4

## **Part 5: Contributes towards**

This module contributes towards the following programmes of study:

Business with Supply Chain Management [NEU] MSc 2023-24

Business with Digital Management [NEU] MSc 2023-24

Business Management [NEU] MSc 2023-24

Business Management [Frenchay] MSc 2023-24

Business Management [Frenchay] MSc 2023-24

Business with Supply Chain Management [Frenchay] MSc 2023-24

Business with Digital Management [Frenchay] MSc 2023-24