



MODULE SPECIFICATION

Part 1: Information			
Module Title	Corporate Governance and Strategy		
Module Code	UMSCTW-15-M	Level	M
For implementation from	September 2018		
UWE Credit Rating	15	ECTS Credit Rating	7.5
Faculty	FBL	Field	Strategy and International Business
Department	Accounting, Economics and Finance		
Contributes towards	MSc Accounting and Finance (Compulsory)		
Module type:	Standard		
Pre-requisites	none		
Excluded Combinations	none		
Co- requisites	none		
Module Entry requirements	none		

Part 2: Description	
<p>This module aims to develop students' knowledge and understanding of the process and practice of strategic management and governance within companies. They will critically assess and examine a range of topics, theories and issues pertaining to strategic management covering the development of strategic plans to achieve and sustain competitive advantage and how corporations deal with critical issues such as governance, globalisation and innovation. The module will, above all, give students on this course an overall, strategic and organisational context within which to better understand the contribution of accounting and financial practice. The main topics are as follows:</p> <ol style="list-style-type: none"> 1. Strategy Concepts - Alternative definitions and models and their relationships 2. Organisational Concepts - Organisational aims and objectives; Vision and mission; Strategic intent; Ethical issues; Regulation and corporate governance; Stakeholder analysis 3. Understanding the Competitive Environment - Tools of strategic analysis; Industry and competitor analysis; Assessing competitive position 4. Market and Strategic Segmentation - Critical success factors; The customer portfolio, customer analysis and behaviour 5. Identifying Competitive Advantage - Resource audit; Capability and core competence; Resource linkage / Value chain analysis; Organisational culture; Knowledge management; Comparative analysis and benchmarking 6. Building a Strategy - Basis of strategic choice; Sources of competitive advantage; Generic strategy; Growth strategy; Alternative routes to development; Strategic options generation 7. Innovation - Management of the product portfolio; Evaluating and choosing strategy 8. Corporate Strategy - Acquisition and divestment strategies and their place in the strategic plan 	

9. Managing risk: corporate governance, compliance and risk management requirements for organisation
 10. Financial governance: requirements and management imperatives

The module is delivered by means of lectures, seminar discussions, group work and case study work. Whilst the lectures introduce students to the theoretical underpinning of the topic, the seminar exercises, group discussions and case studies will aid in the application of the theory to real world organisations. Students will need to complete the necessary preparatory reading and exercises prior to class, along with studying any set case material (essential reading). 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.

Central to teaching and learning at M level is critical discourse in contact sessions and assessed work. A participative ethos allows the contribution of both staff and students to be valued in the exploration and evaluation of theory and its application to problem solving in case and real organisational contexts. This approach requires the ability to define, obtain, rigorously analyse and evaluate information quickly and communicate relevant conclusions and recommendations to colleagues and professional and academic audiences in a range of formats. It is stressed that this is an intensive 15 credit module which carries an expectation of 150 hours of student input – only 36 of which are scheduled. Hence students are expected to commit significant time and effort outside formal sessions to textbook and journal reading as well as to tackling and reviewing problems.

Students will be actively encouraged to make themselves familiar with the study skills web pages, and in particular to read widely around the subject matter. Active use will be made of the Blackboard facilities

Part 3: Assessment

The assessments are designed to ensure students understand the fundamentals of strategy, the requirement to predict future trends, and to formulate realistic and forward-looking strategic options. Students are required to demonstrate the ability to critically analyse strategic options and evidence their arguments through the analysis of relevant datasets.

The summative assessments consist of two components:




Component A: 50% A two hour closed book examination, based on a company case study, testing knowledge of strategy concepts and their application in practice.

Component B: 50%: An individual 2500 word written report, analysing a sector and company therein.

Both assessments will test students' understanding of core strategic theory and governance and its application in a simulated industrial / commercial setting.

Formative assessment is provided from the start of the module through the class exercises, discussions and the in-class case-based analyses. Students are expected to contribute to discussions, to enable them to benefit from class-wide debate and commentary and feedback from the tutor.

Identify final timetabled piece of assessment (component and element)		Component A	
% weighting between components A and B (Standard modules only)		A:	B:
		50%	50%
First Sit			
Component A (controlled conditions) Description of each element		Element weighting (as % of component)	
1. 2 hour exam		100%	
Component B Description of each element		Element weighting (as % of component)	
1. Individual written assignment (2,500 words)		100%	
Resit (further attendance at taught classes is not required)			

Component A (controlled conditions)		Element weighting (as % of component)																														
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Part 4: Learning Outcomes & KIS Data																																
Learning Outcomes	<p>On successful completion of this module students will be able to:</p> <ul style="list-style-type: none"> • Explain the development within organisations of appropriate policies and strategies within a changing environment to meet stakeholder interests (B) • Develop alternative perspectives of strategy relating to different industry contexts and the globalisation of competition. (A, B) • Understand and apply theoretical concepts and techniques to complex strategic problems.(A, B) • Analyse and interpret data and information, evaluate their relevance and validity, and generate a synthesis to aid the interpretation of situations (A, B) • Think critically about alternative strategic options and propose feasible and sustainable lines of managerial action (B) • Understand and critically examine key aspects of organisational and financial governance requirements (B) 																															
Key Information Sets Information (KIS)	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="5" style="text-align: left;"><u>Key Information Set - Module data</u></th> </tr> </thead> <tbody> <tr> <td colspan="5"><i>Number of credits for this module</i></td> </tr> <tr> <td colspan="4"></td> <td style="text-align: center; border: 2px solid black;">15</td> </tr> <tr> <th style="background-color: #cccccc;">Hours to be allocated</th> <th style="background-color: #cccccc;">Scheduled learning and teaching study hours</th> <th style="background-color: #cccccc;">Independent study hours</th> <th style="background-color: #cccccc;">Placement study hours</th> <th style="background-color: #cccccc;">Allocated Hours</th> </tr> <tr> <td style="text-align: center;">150</td> <td style="text-align: center;">36</td> <td style="text-align: center;">114</td> <td style="text-align: center;">0</td> <td style="text-align: center;">150</td> </tr> <tr> <td colspan="4"></td> <td style="text-align: center;"></td> </tr> </tbody> </table>		<u>Key Information Set - Module data</u>					<i>Number of credits for this module</i>									15	Hours to be allocated	Scheduled learning and teaching study hours	Independent study hours	Placement study hours	Allocated Hours	150	36	114	0	150					
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Contact Hours	<p>The table below indicates as a percentage the total assessment of the module which constitutes a;</p> <p>Written Exam: Unseen or open book written exam Coursework: Written assignment or essay, report, dissertation, portfolio, project or in class test Practical Exam: Oral Assessment and/or presentation, practical skills assessment, practical exam (i.e. an exam determining mastery of a technique)</p>																															
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Reading List	The reading list for this module can be accessed through the following link: https://uwe.rl.talis.com/lists/44974A42-10B9-D04C-AD24-13C015F7B084.html

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First CAP Approval Date	September 2008			
Revision ASQC Approval Date <i>Update this row each time a change goes to ASQC</i>	31 May 2018	Version	3	link to RIA