



Module Specification

Corporate Governance and Strategy

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Part 1: Information

Module title: Corporate Governance and Strategy

Module code: UMSCTW-15-M

Level: Level 7

For implementation from: 2021-22

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: Bristol Institute of Business Management, Frenchay Campus, Villa College

Field: Strategy and International Business

Module type: Standard

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: 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.

Outline syllabus: The main topics are as follows:

Strategy Concepts - Alternative definitions and models and their relationships

Organisational Concepts - Organisational aims and objectives; Vision and mission; Strategic intent; Ethical issues; Regulation and corporate governance; Stakeholder analysis

Understanding the Competitive Environment - Tools of strategic analysis; Industry and competitor analysis; Assessing competitive position

Market and Strategic Segmentation - Critical success factors; The customer portfolio, customer analysis and behaviour

Identifying Competitive Advantage - Resource audit; Capability and core competence; Resource linkage / Value chain analysis; Organisational culture; Knowledge management; Comparative analysis and benchmarking

Building a Strategy - Basis of strategic choice; Sources of competitive advantage; Generic strategy; Growth strategy; Alternative routes to development; Strategic options generation

Innovation - Management of the product portfolio; Evaluating and choosing strategy

Corporate Strategy - Acquisition and divestment strategies and their place in the strategic plan

Managing risk: corporate governance, compliance and risk management requirements for organisation

Financial governance: requirements and management imperatives

Part 3: Teaching and learning methods

Teaching and learning methods: 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.

Module Learning outcomes:

MO1 Explain the development within organisations of appropriate policies and strategies within a changing environment to meet stakeholder interests

MO2 Develop alternative perspectives of strategy relating to different industry contexts and the globalisation of competition

MO3 Understand and apply theoretical concepts and techniques to complex strategic problems

MO4 Analyse and interpret data and information, evaluate their relevance and validity, and generate a synthesis to aid the interpretation of situations

MO5 Think critically about alternative strategic options and propose feasible and sustainable lines of managerial action

MO6 Understand and critically examine key aspects of organisational and financial governance requirements

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/umsctw-15-m.html) via the following link <https://uwe.rl.talis.com/modules/umsctw-15-m.html>

Part 4: Assessment

Assessment strategy: 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 examination, based on a company case studies, testing knowledge of strategy and governance 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.

Assessment components:

Written Assignment - Component B (First Sit)

Description: Individual written assignment (2,500 words)

Weighting: 50 %

Final assessment: No

Group work: No

Learning outcomes tested: MO1, MO2, MO3, MO4, MO5, MO6

Examination - Component A (First Sit)

Description: 2 hour exam

Weighting: 50 %

Final assessment: Yes

Group work: No

Learning outcomes tested: MO2, MO3, MO4, MO6

Written Assignment - Component B (Resit)

Description: Individual written assignment (2,500 words)

Weighting: 50 %

Final assessment: No

Group work: No

Learning outcomes tested:

Examination - Component A (Resit)

Description: 2 hour exam

Weighting: 50 %

Final assessment: Yes

Group work: No

Learning outcomes tested:

Part 5: Contributes towards

This module contributes towards the following programmes of study:

Accounting and Finance [Sep][FT][Frenchay][1yr] MSc 2021-22

Accounting and Finance [Jan][FT][Villa][1yr] MSc 2021-22

Accounting and Finance [Sep][FT][Villa][1yr] MSc 2021-22

Accounting and Finance [Sep][FT][BIBM][1yr] MSc 2021-22

Accounting and Finance [Jan][FT][BIBM][1yr] MSc 2021-22

Accounting and Finance [Sep][FT][Villa][1yr] MSc 2021-22

Accounting and Finance [Jan][FT][Villa][1yr] MSc 2021-22

Accounting and Finance [May][FT][Villa][1yr] MSc 2021-22

Accounting and Finance [May][FT][Villa][1yr] MSc 2021-22