



MODULE SPECIFICATION

Part 1: Information			
Module Title	Strategy and Implementation		
Module Code	UMSDFM-15-M	Level	M
For implementation from	September 2014		
UWE Credit Rating	15	ECTS Credit Rating	7.5
Faculty	FBL	Field	Strategy and International Business
Department	BBS: Business and Management		
Contributes towards	Master of Business Administration		
Module type:	Standard		
Pre-requisites	None		
Excluded Combinations	None		
Co- requisites	None		
Module Entry requirements	N/A		

Part 2: Description	
<ul style="list-style-type: none"> • The module is delivered by means of interactive, student centred seminar discussions and group work that is designed to aid in the application of the theory to real world organisations. • A core element of the practice of strategy that enables students to embed these theoretical perspectives derives from participation in a strategy simulation in this module. The simulation will require students to participate as members of a senior management team to develop and implement a strategy in a virtual organisation over a period of five to ten quarters. As a member of this team, each student will be responsible for a functional portfolio, such as marketing, HR, or finance, and will work with other team members to analyse large amounts of industry and company data, including financial data, using the theoretical frameworks introduced in the seminar and case discussions. Work in the team component can be accomplished through face-to-face contact or through an online presence. Data from the simulation and the decision processes will lead directly into the assessment component for this module. Students are required to establish a team-learning contract as a means by which to engage all team members in a positive learning environment. Teams are to be self-managed but should identify a default mechanism through which to escalate unresolved issues in group work. • Theoretical foundations for this module are reflected in practitioner-oriented journals of the type that you would be expected to read when in practice as a senior manager. Students must utilise the UWE library resources to access relevant materials. 	

You will cover:

- Foundations of Strategy and Strategy Process – including economic concepts underpinning strategy and assumptions; sources of competitive advantage; evaluation of strategies
- Strategic Thinking: including bounded rationality; cognitive bias; and scenario planning techniques
- Innovation, Technology Change and Turbulent Environments; nature of technological change and technological trajectories
- Ethical Decision-making and Corporate Social Responsibility; CSR as strategic context
- Industry Analysis: including drawing on industrial organization economics perspective to apply the five-forces analysis;
- Internal Capabilities and Competencies – including economic assumptions underpinning RBV
- Generic Competitive Strategy
- International Dimensions of Strategy: country competitiveness and strategy; emerging market firms; choices for international strategy; MNCs
- Boundaries of the Firm - relationship of markets and hierarchies to strategic decisions defining the boundaries of firms; including appreciation of transaction cost explanations;
- Strategy Implementation - Introduction to Strategy Simulation

It is stressed that this is an intensive 15-credit module that carries an expectation of 150 hours of student input of which

- 36 hours in sessions of study
- **24 hours are expected to be devoted to participating in decision making as a member of a senior management team in a strategy simulation.**

As such, students are expected to commit significant time and effort to undertake reading, to prepare cases, and to be effective participants of a senior management team.

Part 3: Assessment

- Formative assessment will be provided through various mechanisms as appropriate (e.g. in-class, online).
- Summative assessment for this module will comprise two elements derived from participating in the strategy simulation. These elements assess the effectiveness of each student in contributing towards the practice of strategy in the team and the ability to translate the theory into practice and to communicate that to others.
- As members of a top management team, students should expect to receive the same base marks as the team as a whole for the team written report. However, to replicate reality in a business of individual element of reward, student's individual marks for the report will be adjusted on the basis of a peer review process. Team performance will also be assessed from data generated within the simulation.

Component A 30%


Individual Learning log - Drawing on experiences during the simulation develop a critical self-reflection of your contribution to the effective operation of the team (1000 words)

Component B 70%

Team written report (6000 words in report format; appendices allowed)

Identify final timetabled piece of assessment (component and element)	Component B	
% weighting between components A and B (Standard modules only)	A:	B:
	30%	70%

First Sit	
Component A (controlled conditions) Description of each element	Element weighting (as % of component)
1. Individual Learning Log (1000 words)	100%
Component B Description of each element	Element weighting (as % of component)
1. Team written report (6000 words)	100%
Re-sit (further attendance at taught classes is not required)	
Component A (controlled conditions) Description of each element	Element weighting (as % of component)
1. Individual Essay (1000 words)	100%
Component B Description of each element	Element weighting (as % of component)
1. Individually written report based on a random data set from the simulation (3000 words).	100%
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"> • Apply appropriate theoretical concepts and frameworks of strategic management to evaluate and make recommendations relating to the development of appropriate policies, approaches and strategies within a changing environment to meet stakeholder interests. (Components A, B) • Demonstrate an awareness of the implications of changes in a company's broader external environment to the strategy process. (Component B) • Evaluate options for strategy implementation with regard to the utilisation and development of organizational resources. (Component B) • Recognise and address ethical dilemmas and corporate social responsibility issues in the strategy making process; demonstrate the ability to engage in ethical decision-making in a business context to develop a well-reasoned response. (Components A, B) • Effectively communicate complex ideas and arguments that embody the strategic direction of a company in a business simulation using a range of media such as the preparation of written business reports. (Component B) • Synthesize a wide range of data to aid the interpretation of situations, develop alternative strategic options, and propose feasible and sustainable lines of managerial action.(Component B) • Demonstrate and reflect on personal preferences, effectiveness and performance within a team environment. (Component A)

Key Information Sets Information (KIS)	Key Information Set - Module data																				
	<i>Number of credits for this module</i>					15															
Contact Hours	Hours to be allocated	Scheduled learning and teaching study hours	Independent study hours	Placement study hours	Allocated Hours																
	150	36	114	0	150																
Total Assessment	The table below indicates as a percentage the total assessment of the module which constitutes a;																				
	<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>																				
	<table border="1"> <tr> <td colspan="2">Total assessment of the module:</td> <td></td> </tr> <tr> <td>Written exam assessment percentage</td> <td></td> <td>0%</td> </tr> <tr> <td>Coursework assessment percentage</td> <td></td> <td>100%</td> </tr> <tr> <td>Practical exam assessment percentage</td> <td></td> <td>0%</td> </tr> <tr> <td></td> <td></td> <td>100%</td> </tr> </table>					Total assessment of the module:			Written exam assessment percentage		0%	Coursework assessment percentage		100%	Practical exam assessment percentage		0%			100%	
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Reading List	<p>Reading list link</p> <p>https://uwe.rl.talis.com/lists/F7F636BF-99F8-1888-C938-6A5D981BBD9D.html</p>																				

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First CAP Approval Date	13 February 2014			
Revision ASQC Approval Date <i>Update this row each time a change goes to ASQC</i>	7 March 2018	Version	2	link to RIA