



Module Specification

Strategy and Implementation

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Part 1: Information

Module title: Strategy and Implementation

Module code: UMSDFM-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: Not applicable

Features: Not applicable

Educational aims: See learning outcomes

Outline syllabus: The syllabus includes:

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

Basis of Competitive Strategy - Strategic Positions, Resources and Capabilities

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

Part 3: Teaching and learning methods

Teaching and learning methods: 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.

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.

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

MO1 Ability to 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

MO2 Demonstrates an awareness of the implications of changes in a company's external environment to the strategy process

MO3 Ability to evaluate options for strategy implementation with regard to the utilisation and development of organizational resources

MO4 Recognises and addresses ethical dilemmas and corporate social responsibility issues in the strategy making process; demonstrates the ability to engage in ethical decisionmaking in a business context to develop a well-reasoned response

MO5 Demonstrate awareness of influences on strategic decision-making and able to reflect on personal preferences, effectiveness and performance within a team environment

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

Part 4: Assessment

Assessment strategy: 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.

Task A 40%

Individual Learning Critical Assessment - Drawing on experiences during the simulation develop a critical analysis of strategic decision-making in the team and a self-reflection of your own contribution (1500 words)

Task 60%

Team written report (5500 words in report format; appendices allowed)

Assessment components:

Written Assignment (First Sit)

Description: Individual Critical Assessment (1500 words)

Weighting: 40 %

Final assessment: No

Group work: No

Learning outcomes tested: MO5

Written Assignment (First Sit)

Description: Team written report (5500 words)

Weighting: 60 %

Final assessment: Yes

Group work: Yes

Learning outcomes tested: MO1, MO2, MO3, MO4

Written Assignment (Resit)

Description: Individual Essay (1500 words)

Weighting: 40 %

Final assessment: No

Group work: No

Learning outcomes tested: MO5

Written Assignment (Resit)

Description: Individually written report based on a random data set from the simulation (3000 words).

Weighting: 60 %

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 Administration [Frenchay] MBA 2023-24

Business Administration [BIBM] MBA 2023-24

Business Administration [Villa] MBA 2023-24