UWE
University of the West of England
BRISTOL

CORPORATE AND ACADEMIC SERVICES

MODULE SPECIFICATION

Part 1: Basic Data							
Module Title	Strategic Management						
Module Code	UISV54-15-3		Level	3		Version	1
UWE Credit Rating	15	ECTS Credit Rating	7.5		WBL module?	No	
Owning Faculty	Hartpury		Field	Sport Science			
Department	Sport		Module Type	Project			
Contributes towards	BA (Hons) Equine Business Management BA (Hons) Equine Business Management (SW) BA (Hons) Sport Business Management						
Pre-requisites	None		Co- requisites	None			
Excluded Combinations	None		Module Entry requirements	None			
Valid From	01 September 2015		Valid to	01 September 2021			

CAP Approval Date	12 January 2015

Part 2: Learning and Teaching
Learning Outcomes
On successful completion of this module students will be able to: 1. Recognise the different models of, and approaches to, strategic management, and critically evaluate them as bases for strategic choice. (A) 2. Demonstrate a systematic understanding of selected topics of contemporary strategic significance to the performance of organisations (e.g. globalisation, innovation and the digital economy). (A) 3. Critically analyse an organisation's competitive environment, evaluate competitive positions, and identify core competences and capabilities. (A) 4. Deploy accurately established techniques of analysis and enquiry to processes of strategic decisions, identifying performance issues, that will enable the development and reporting of recommendations for improving business performance over time. (A) 5. Build and demonstrate a critical knowledge of selected strategic management literature, explaining the problems and implications of implementing the strategies within a variety of different organisations. (A)

Syllabus Outline	• The nature, process, content, context and purpose of strategy formulation • External environment and market based strategies; business, corporate and network level strategies • Strategic capability and the resource-based view, organisational factors and competence based strategies • Strategic methods including entrepreneurship, alliances, mergers and acquisitions; assessment of existing strategy and future strategic choices • Strategic management of technology, new product development and innovation • Organisational and international content; schools of strategy formation; putting strategy into action through the systems, structures and culture of the organisation • Critical analysis of the strategy literature.
Contact Hours	Indicative delivery modes: Lectures, guided learning, seminars, tutorials 33 Self-directed study 3 Independent learning 114 TOTAL 150
Teaching and Learning Methods	This module is delivered using large group learning sessions and opportunities for small group work. Additionally essential and recommended reading and exercises will be introduced to guide the students through the core syllabus. **Scheduled learning** may include lectures, seminars, tutorials, project supervision, demonstration, practical classes and workshops; fieldwork; external visits. **Independent learning** includes hours engaged with essential reading, case study preparation, assignment preparation and completion etc. These sessions constitute an average time per level as indicated in the table below. **Virtual learning environment (VLE):** this specification is supported by a VLE where students will be able to find all necessary module information. Direct links to information sources will also be provided from within the VLE.
Key Information Sets Information	Key Information Sets (KIS) are produced at programme level for all programmes that this module contributes to, which is a requirement set by HESA/HEFCE. KIS are comparable sets of standardised information about undergraduate courses allowing prospective students to compare and contrast between programmes they are interested in applying for.

Key Information Set - Module data					
Number of credits for this module				15	
Hours to be allocated	Scheduled learning and teaching study hours	Independent study hours	Placement study hours	Allocated Hours	
150	36	114	0	150	✅

The table below indicates as a percentage the total assessment of the module which constitutes a -

Written Exam: Unseen written exam, open book written exam, In-class test
Coursework: Written assignment or essay, report, dissertation, portfolio, project
Practical Exam: Oral Assessment and/or presentation, practical skills

	assessment, practical exam

Total assessment of the module:			
Written exam assessment percentage			0%
Coursework assessment percentage			100%
Practical exam assessment percentage			0%
			100%

Reading Strategy	**Essential readings** Any essential reading will be indicated clearly, along with the method for accessing it, e.g. students may be required to purchase a set text, be given a print study pack or be referred to texts that are available electronically or in the Library. Module guides will also reflect the range of reading to be carried out. **Further readings** Further reading will be required to supplement the set text and other printed readings. Students are expected to identify all other reading relevant to their chosen topic for themselves. They will be required to read widely using the library search, a variety of bibliographic and full text databases, and internet resources. Many resources can be accessed remotely. The purpose of this further reading is to ensure students are familiar with current research, classic works and material specific to their interests from their academic literature. **Access and skills** Formal opportunities for students to develop their library and information skills are provided within the induction period and student skills sessions. Additional support is available through online resources. This includes interactive tutorials on finding books and journals, evaluation information and referencing. Sign up workshops are also offered.
Indicative Reading List	The following list is offered to provide validation panels/accrediting bodies with an indication of the type and level of information students may be expected to consult. As such, its currency may wane during the life span of the module specification. However, as indicated above, CURRENT advice on readings will be available via other more frequently updated mechanisms, including the module guide. Books Dess, Lumpkin and Eisner. (Current Edition) *Strategic Management: Creating competitive advantages.* New York, USA: McGraw-Hill. Grant, M. (Current Edition) *Contemporary Strategic Analysis.* Oxford: Blackwell. Johnson, G., Scholes, K. and Whittington, R. (Current Edition). *Exploring corporate strategy.* Harlow: Prentice Hall. Grant, Journals Harvard Business Review Academy of Management Executive Academy of Management Perspectives Strategic Management Journal Business Ethics Quarterly

	Websites
	Management Today http://www.managementtoday.co.uk/

Part 3: Assessment

Assessment Strategy	The assignment adopts a pre-approved case study review of an organisation. This will focus student's attention on issues such as organisational strategy and objectives, strategic choice, contemporary strategic issues, competitive environment, core competences and capabilities and strategic performance that will enable the development and reporting of recommendations. In line with the College's commitment to facilitating equal opportunities, a student may apply for alternative means of assessment if appropriate. Each application will be considered on an individual basis taking into account learning and assessment needs. For further information regarding this please refer to the VLE.

Identify final assessment component and element	**Case Study Review**	
% weighting between components A and B (Standard modules only)	**A:** 100%	**B:** 0%

First Sit	
Component A (controlled condition) **Description of each element**	**Element weighting** **(as % of component)**
1. Case Study Review (2500 words)	100%

Resit (further attendance at taught classes is not required)	
Component A (controlled condition) **Description of each element**	**Element weighting** **(as % of component)**
1. Case Study Review (2500 words)	100%
If a student is permitted a retake of the module under the University Regulations and Procedures, the assessment will be that indicated by the Module Description at the time that retake commences.	