Module Specification

Strategy Practice and Process

Version: 2023-24, v2.0, 21 Jun 2023

Contents

Part 1: Information

Module title: Strategy Practice and Process

Module code: UMSDLP-15-3

Level: Level 6

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: Strategic Management 2023-24

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: Learning will focus around these inter-related areas:

The concept of strategy and strategic thinking

Strategy process

Strategic direction: values and mission, social responsibility, sustainability, and ethical leadership

Strategic control and governance

External and industry analysis, and the industrial organization perspective

Capabilities, competencies and the resource-based perspective

Strategy and innovation

Boundaries of the firm – networks, alliances and corporate strategy

Global strategy dimensions

Part 3: Teaching and learning methods

Teaching and learning methods: Teaching and learning methods are focused around a problem posing pedagogy that draws on student and peer experiences associated with the philosophy of work based learning while providing a rigorous intellectual underpinning. Hence the learning materials provide students with a body of knowledge, a sense of the intellectual ideas contained within a topic area and importantly a set of signposts directing them to further reading.

Seminars are based around a series of problem solving case studies and activities linked to the student's own organisation and provide students with opportunities for co-operative learning and formative feedback from tutors.

The learning outcomes encourage learners to develop higher order cognitive skills. It

is recognised in the design and delivery of the module that sophisticated cognitive skills are difficult to acquire, requiring practice supported by regular formative feedback. The seminar programme is designed to facilitate this development and seminar activities are designed to ease students into the way of thinking about strategy analysis but move quickly from clearly structured preparation to tasks that are left unspecified while the scope of applicable theory becomes increasingly diverse.

In particular, students will be required to adopt an evidence-based approach to decision-making in seminar discussion as they analyse and evaluate problems presented in a range of situations including their own organisations. Seminars will give an opportunity for students to work in groups through which to synthesize the knowledge and diverse perspectives of classmates into a shared professional experience that will include non-assessed presentations.

Students are expected to engage in private study to obtain and analyse the core readings, to prepare the problem solving cases for discussion, and to demonstrate application to their own organisations. Students are expected to develop independent learning skills through sourcing relevant material, especially through the library's electronic databases, such as Business Source Premier, as well as seeking organisational sources of support (such as a mentor) through which to obtain relevant in-house data.

There is a clear and articulated pedagogic strategy, supported through staff development, to facilitate the development of students as independent learners with the capacity and confidence to form and to articulate a personal critical perspective of strategic issues and of established theory. The relative 'uncertainty' learners may encounter through exposure to competing and alternative theoretical perspectives are deliberately counterbalanced by relative certainty in the design, organisation and delivery of the module. There is extensive and clear programme documentation and the module is supported by well-developed web-based resources. The main electronic platform for delivering this module will be Blackboard.

Independent learning: The study time associated with the module is based on 10:1

ratio of notional student study hours to credit value and will consist of essential reading, problem solving case preparation, assignment preparation and completion etc.

The module will typically be studied on a day release basis, although employer preference may dictate a different delivery pattern.

Contact time per module will equate to 3 hours per week over a 12 week teaching block. There is a focus on flipped delivery supported by technology, here the delivery of core theoretical concepts moves from the classroom into the online space and face to face sessions focus on collaborative learning, sense making and sharing of experiences. Post session (face to face) online activities help the student to apply their learning to the context of their organisation and personal and professional development.

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

MO1 Articulate and apply the theories, principles, concepts and analytical techniques of strategic management processes to complex organisation situations recognising organisations as holistic and interconnected.

MO2 Identify and critically review, and evaluate the impact of key strategic issues affecting the performance of businesses operating in diverse environments.

MO3 Identify performance issues, and develop, propose and report concisely a well-integrated set of recommendations for improving business performance over time.

MO4 Demonstrate a critical understanding of the selected topics of contemporary strategic significance to the performance of organisations (e.g. globalisation, innovation and the digital economy, strategy process).

MO5 Recognise and analyse ethical and social responsibility issues and choose appropriate actions for practical business situations.

MO6 Integrate knowledge and understanding from other modules and student experience.

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 via the following link https://uwe.rl.talis.com/index.html

Part 4: Assessment

Assessment strategy: Business Report:

The assessment strategy draws on the work-based learning approach and assessment for learning guidelines. During the module, students will apply their learning to undertake an analysis and evaluation of some aspect of the strategy process and practice in their employing organisation as it identifies and addresses key issues and problems it faces. In so doing, the student will demonstrate his or her ability to draw on relevant theory to support the development, implementation and monitoring of organisational strategies and plans.

Students will discuss the focus of their assignment with the tutor to ensure they meet the learning outcomes of the module. This analysis will culminate in the production of a business report that also develops recommendations for the organisation.

The Business Report will provide evidence of meeting the CMDA learning outcomes and will contribute directly to the student Portfolio.

Assessment components:

Report (First Sit)
Description: Organisational strategy business report (2500 words excl. Appendices)
Weighting: 100 %

Final assessment: Yes

Group work: No

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

Report (Resit)

Description: Re-submission of original business report with reflective coder (2500 words)

Weighting: 100 %

Final assessment: Yes

Group work: No

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

Part 5: Contributes towards

This module contributes towards the following programmes of study:

Leadership and Management Practice {Apprenticeship-UWE} [Sep][FT][Frenchay][4yrs] BA (Hons) 2020-21