



## MODULE SPECIFICATION

Part 1: Information			
Module Title	Strategy and Implementation for Senior Leaders		
Module Code	UMSDJF-15-M	Level	Level 7
For implementation from	2019-20		
UWE Credit Rating	15	ECTS Credit Rating	7.5
Faculty	Faculty of Business & Law	Field	Strategy and International Business
Department	FBL Dept of Business & Management		
Module type:	Standard		
Pre-requisites	None		
Excluded Combinations	None		
Co- requisites	None		
Module Entry requirements	None		

Part 2: Description
<p><b>Educational Aims:</b> See Learning Outcomes</p> <p><b>Outline Syllabus:</b> You will cover:</p> <p>Foundations of Strategy and Strategy Process – including economic concepts underpinning strategy and assumptions; sources of competitive advantage; evaluation of strategies</p> <p>Strategic Thinking: including bounded rationality; cognitive bias; and scenario planning techniques</p> <p>Innovation, Technology Change and Turbulent Environments; nature of technological change and technological trajectories</p> <p>Ethical Decision-making and Corporate Social Responsibility; CSR as strategic context</p> <p>Industry Analysis: including drawing on industrial organisation economics perspective to apply the five-forces analysis;</p> <p>Internal Capabilities and Competencies – including economic assumptions underpinning RBV</p>

## STUDENT AND ACADEMIC SERVICES

### 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

**Teaching and Learning Methods:** The module adopts a work-based and problem-solving pedagogy where learning is grounded in the external context of the student's employment. Assessments require the application of what is being learnt to the student's employment context, enabling students to solve real issues from their organisation and reflect on their own work-based experience of organisations.

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

30 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

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performance will also be assessed from data generated within the simulation.			
Component 50%			
Individual Learning log – A review of the strategy process in the student's workplace or application of a framework in analysing that workplace (2000 words)			
Component B 50%			
Team written report (5000 words in report format; appendices allowed)			
<b>First Sit Components</b>			
	<b>Final Assessment</b>	<b>Element weighting</b>	<b>Description</b>
Written Assignment - Component A		50 %	Individual learning log
Report - Component B	✓	50 %	Team written report
<b>Resit Components</b>			
	<b>Final Assessment</b>	<b>Element weighting</b>	<b>Description</b>
Written Assignment - Component A		50 %	Individual essay
Report - Component B	✓	50 %	Individually written report based on a random data set from simulation

### Part 4: Teaching and Learning Methods

Learning Outcomes	On successful completion of this module students will achieve the following learning outcomes:	
	<b>Module Learning Outcomes</b>	
	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	MO1
	Demonstrate an awareness of the implications of changes in a company's broader external environment to the strategy process	MO2
	Evaluate options for strategy implementation with regard to the utilisation and development of organisational resources	MO3
	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	MO4
	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	MO5
	Synthesise a wide range of data to aid the interpretation of situations, develop alternative strategic options, and propose feasible and sustainable lines of managerial action	MO6
	Demonstrate and reflect on personal preferences, effectiveness and performance within a team environment	MO7
Contact Hours	<b>Independent Study Hours:</b>	
	Independent study/self-guided study	120
	<b>Total Independent Study Hours:</b>	120

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	<b>Scheduled Learning and Teaching Hours:</b>	
	Face-to-face learning	30
	<b>Total Scheduled Learning and Teaching Hours:</b>	30
	<b>Hours to be allocated</b>	150
	<b>Allocated Hours</b>	150
Reading List	<p><i>The reading list for this module can be accessed via the following link:</i></p> <p><a href="https://uwe.rl.talis.com/modules/umsdfm-15-m.html">https://uwe.rl.talis.com/modules/umsdfm-15-m.html</a></p>	

### Part 5: Contributes Towards

This module contributes towards the following programmes of study:

Business Administration {Executive MBA} [Sep][PT][Frenchay][2yrs] MBA 2018-19

Business Administration {Executive MBA} [Jan][PT][Frenchay][2yrs] MBA 2018-19

Business Administration {Executive MBA} {Apprenticeship} [Jan][PT][Frenchay][2yrs] MBA 2018-19

Business Administration {Executive MBA} {Apprenticeship} [Sep][PT][Frenchay][2yrs] MBA 2018-19