



Module Specification

Strategy and Implementation for Senior Leaders

Version: 2021-22, v3.0, 07 Jun 2022

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Part 1: Information

Module title: Strategy and Implementation for Senior Leaders

Module code: UMSDUX-15-M

Level: Level 7

For implementation from: 2021-22

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: Frenchay Campus

Field: Strategy and International Business

Module type: Standard

Pre-requisites: None

Excluded combinations: None

Co-requisites: None

Continuing professional development: No

Professional, statutory or regulatory body requirements: None

Part 2: Description

Overview: This module critically evaluates different theoretical concepts of strategy and corporate social responsibility. It also analyses effective implementation of strategy

Features: Not applicable

Educational aims: 1. To provide a critical overview of differing approaches to strategy

2. To develop students' understanding of effective implementation of strategy

3. To provide a critical overview of the role of corporate social responsibility within strategy

Outline syllabus: You will cover:

Foundations of Strategy and Strategy Process – including concepts underpinning strategy and assumptions; sources of competitive advantage; evaluation of strategies

Strategic Thinking: including bounded rationality; cognitive bias; and scenario planning techniques

Innovation, Strategic Change and Turbulent Environments.

Ethical Decision-making and Corporate Social Responsibility; CSR as strategic context

Industry Analysis: including drawing on industrial organisation economics perspective to apply the five-forces analysis;

Internal Capabilities and Competencies – including assumptions underpinning RBV

Competitive Strategy: Position choice and alignment

International Dimensions of Strategy: country competitiveness and strategy; MMCs and international strategies and routines.

Boundaries of the Firm - relationship of markets and hierarchies to strategic decisions defining the boundaries of firms; including appreciation of transaction cost

explanations and strategic partnerships

Strategy Implementation - Introduction to Strategy Simulation

Part 3: Teaching and learning methods

Teaching and learning methods: The module adopts a work-based and problem-solving pedagogy where learning is grounded in the external context of students' workplaces. Assessments require the application of what is being learnt to students' employment contexts, 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 filmed lecture chunks available in advance for asynchronous engagement to suit the working life of the student. Students can take a quiz after completing the lecture chunks to highlight whether they have understood the relevant material or whether they need to revisit any key concepts. For each topic area, students will also be expected to read key articles and the appropriate case study in advance of face-to-face seminars. The seminars comprise interactive, student-centred discussions and group work that is designed to aid in the application of the theory to the case studies. A post-seminar worksheet will guide the student to apply the theoretical concepts to their own workplace, further consolidating the theoretical knowledge and inviting students to reflect on the application of the theory to their own workplace context.

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 in watching filmed lecture chunks (this allows for repetition of some chunks for reinforcement)

24 hours in reading key journal articles

12 hours in reading and understanding the case study

12 hours in completing the quizzes and worksheets

48 hours for assignment preparation and completion

As such, students are expected to commit significant time and effort to undertake reading, to prepare cases, and to be effective participants in seminar group work.

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

MO1 Analyse 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 Recognise and evaluate the implications of changes in a company's broader external environment to the strategy process

MO3 Critically evaluate options for strategy implementation with regard to the utilisation and development of organisational resources

MO4 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

MO5 Effectively communicate complex ideas and arguments related to understanding and analysing the strategic direction of the companies represented in the case study and the workplace

MO6 Synthesise a wide range of data (theory, case study evidence, and evidence from the workplace) to aid the interpretation of situations, develop alternative strategic options, and propose feasible and sustainable lines of managerial action

MO7 As a senior leader, demonstrate and reflect on personal preferences, effectiveness and performance in the conception and implementation of strategy within the workplace

Hours to be allocated: 150

Contact hours:

Independent study/self-guided study = 120 hours

Face-to-face learning = 30 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 is provided through the workshops, through the topic area quizzes and through sharing the worksheets with the seminar tutor. In the assessments students are required to apply the theories covered in the module in analysing the strategy and performance of their workplace organisation. In preparing them for this, students apply the theories covered in that each topic area to a case study with guidance given as they work and as output is shared with the whole class. The seminar tutor can respond to any common misunderstandings revealed in each topic area quiz, and students providing incorrect answers to quiz questions are directed to the relevant filmed lecture chunks that will improve their understanding. Students can further develop the skills necessary for the assignment by following a worksheet which will guide them through applying the theories from each topic area to their own workplace using the same process used in the classroom for the case study.

Further the final session of the module is focused on expectations of the assessment and then one or two (depending on demand) assessment Q&A sessions are run prior to the submission date.

Summative assessment for this module will comprise a single assessment with two elements. The student will be invited to use evidence to critically assess: 1) their workplace's strategy process and their own role within that process and 2) their workplace's strategic direction.

Component A 100%

Individual report/ learning log with 2 sections:

1. An evidence-based critical review of the strategy process in the student's workplace and the student's role in this process using the theoretical approaches from the module
2. An evidence-based critical review of the strategic direction of the student's workplace using at least 2 further frameworks from the module (3000 words)

Assessment components:

Report - Component A (First Sit)

Description: Individual critical review of strategy process plus critical review of workplace strategy (3000 words)

Weighting: 100 %

Final assessment: Yes

Group work: No

Learning outcomes tested: MO1, MO2, MO3, MO4, MO5, MO6, MO7

Report - Component A (Resit)

Description: Individual critical review of strategy process plus critical review of workplace strategy (3000 words).

Weighting: 100 %

Final assessment: Yes

Group work: No

Learning outcomes tested: MO1, MO2, MO3, MO4, MO5, MO6, MO7

Part 5: Contributes towards

This module contributes towards the following programmes of study:

Business Administration {Executive MBA} [Jan][PT][Frenchay][2yrs] MBA 2021-22

Business Administration {Apprenticeship-UWE} [Jan][FT][Frenchay][2yrs] PGDip
2021-22

Business Administration {Executive MBA} [Sep][PT][Frenchay][2yrs] MBA 2021-22