

**CDA4 Programme Design Template
Module specification (with KIS) 2014-15**



University of the
West of England

ACADEMIC SERVICES

MODULE SPECIFICATION

Part 1: Basic Data					
Module Title	Corporate Strategy				
Module Code	UMSCTW-15-M	Level	M	Version	1.1
UWE Credit Rating	15	ECTS Credit Rating	7.5	WBL module?	No
Owning Faculty	FBL	Field	Strategy & International Business		
Department	Accounting, Economics and Finance	Module Type	Standard		
Contributes towards	MSc Accounting and Financial Management				
Pre-requisites	None		Co- requisites	None	
Excluded Combinations	None		Module Entry requirements		
First CAP Approval Date	26 March 2015		Valid from	September 2015	
Revision CAP Approval Date			Revised with effect from		

Review Date	September 2021
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Part 2: Learning and Teaching	
Learning Outcomes	<p>On successful completion of this module students will be able to:</p> <ul style="list-style-type: none"> Explain the development within organisations of appropriate policies and strategies within a changing environment to meet stakeholder interests Develop alternative perspectives of strategy relating to different industry contexts and the globalisation of competition. Understand and apply theoretical concepts and techniques to complex strategic problems. Analyse and interpret data and information, evaluate their relevance and validity, and generate a synthesis to aid the interpretation of situations Think critically about alternative strategic options and propose feasible and sustainable lines of managerial action <p>All the above learning outcomes are formally assessed through both Components A and B of the assessment.</p> <p>In addition the educational experience may explore, develop, and practise <u>but not formally discretely assess</u> the following:</p>

	<ul style="list-style-type: none"> Working and learning as a team member
Syllabus Outline	<ol style="list-style-type: none"> 1. Strategy Concepts - Alternative definitions and models and their relationships 2. Organisational Concepts - Organisational aims and objectives; Vision and mission; Strategic intent; Ethical issues; Regulation and corporate governance; Stakeholder analysis 3. Understanding the Competitive Environment - Tools of strategic analysis; Industry and competitor analysis; Assessing competitive position 4. Market Segmentation - Critical success factors; The customer portfolio, customer analysis and behaviour 5. Identifying Competitive Advantage - Resource audit; Capability and core competence; Resource linkage / Value chain analysis; Organisational culture; Knowledge management; Comparative analysis and benchmarking 6. Building a Strategy - Basis of strategic choice; Sources of competitive advantage; Generic strategy; Growth strategy; Alternative routes to development; Strategic options generation 7. Innovation - Management of the product portfolio; Evaluating and choosing strategy 8. Corporate Strategy - Acquisition and divestment strategies and their place in the strategic plan 9. Strategic Implementation - Organisational structure and design; Resource allocation and control 10. Role and Responsibilities of Finance Directors in Making Strategic Decisions - Assessing strategic performance (the use and development of appropriate measures that are sensitive to industry characteristics and environmental factors); Links to performance indicators and corporate strategy, and their use as a basis for defining an organisation's information needs
Contact Hours	36 hours: 12 x 3 hour sessions
Teaching and Learning Methods	<p>The module is delivered by means of lectures, seminar discussions, group work and case study work. Whilst the lectures introduce students to the theoretical underpinning of the topic, the seminar exercises, group discussions and case studies will aid in the application of the theory to real world organisations. Students will need to complete the necessary preparatory reading and exercises prior to class, along with studying any set case material (essential reading). At the start of the module guidance will be given to students on how to best use the case method as a means of learning.</p> <p>Central to teaching and learning at M level is critical discourse in contact sessions and assessed work. A participative ethos allows the contribution of both staff and students to be valued in the exploration and evaluation of theory and its application to problem solving in case and real organisational contexts. This approach requires the ability to define, obtain, rigorously analyse and evaluate information quickly and communicate relevant conclusions and recommendations to colleagues and professional and academic audiences in a range of formats.</p> <p>It is stressed that this is an intensive 15 credit module which carries an expectation of 150 hours of student input – only 36 of which are scheduled. Hence students are expected to commit significant time and effort outside formal sessions to textbook and journal reading as well as to tackling and reviewing problems.</p> <p>Students will be actively encouraged to make themselves familiar with the study skills web pages, and in particular to read widely around the subject matter. Active use will be made of the Blackboard facilities.</p>
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	50%
Coursework assessment percentage	50%
Practical exam assessment percentage	0
	100%

Please note that this is the total of various types of assessment and will not necessarily reflect the component and module weightings in the Assessment section of this module description:

Reading Strategy

- **Access and Skills** – All students will be encouraged to make full use of the print and electronic resources available to them through membership of the University. These include a large range of journals (both print and electronic) and a wide variety of resources available through web sites and information gateways. The University Library's web pages provide access to subject relevant resources and services, and to the library catalogue.

Students will be presented with opportunities within this module to develop their information retrieval and evaluation skills, in order to identify appropriate resources effectively. Students will also be given specific guidance on journal article searching, retrieval, and evaluation in the area of strategic management.

- **Blackboard** – This module is supported by Blackboard, where students will be able to find all necessary module documentation, to include guidance on Further Reading within the module handbook/outline. Direct links to information resources will also be provided from within Blackboard.
- **Essential Reading** – This module will have a single set textbook which students are expected to purchase. Other required reading will be provided either in a module resource pack or will be electronically retrievable via Blackboard or from the library directly. The set text is

	<p>Grant R, [2012] <i>Contemporary Strategy Analysis</i> 8th edition Wiley [ISBN 978-0470972205]</p> <p>It is possible that the textbook will change from year to year so students should check with the module leader or current year module handbook before buying.</p> <ul style="list-style-type: none"> • Further Reading – Further Reading will be required to supplement the set textbook. The purpose of this Further Reading is to ensure students are familiar with current research, classic works, and material specific to their interests from the academic – often journal – literature. Suggested Further Reading by topic will be indicated in the module handbook/outline provided at the start of the module. However students are also expected to employ their own initiative and discretion in selecting appropriate Further Reading that will support their study. It is expected that students will engage with the academic journal literature on this subject, and as such are likely to use articles from some of the academic journals listed below. Access to all these publications is available through the library, and most are available electronically.
Indicative Reading List	<p>Books</p> <p>Grant, R. and Jordan, J. (2012) <i>Foundations of Strategy</i> 2nd edition, John Wiley & Sons Ltd.</p> <p>De Wit, B. and Meyer, R. (2014) <i>Strategy: An international Perspective</i> 5th edition, Cengage Learning</p> <p>Grant, R. (2005) <i>Contemporary Strategy Analysis</i> 5th edition, Blackwell</p> <p>Kim, W.C. and Mauborgne, R. (2015) <i>Blue Ocean Strategy</i>, Harvard Business School Press</p> <p>Journals</p> <p>Academy of Management Review Academy of Management Journal California management Review Harvard Business Review Long Range Planning McKinsey Journal MIT Sloan Management Review The Journal of Management Studies.</p>

Part 3: Assessment	
Assessment Strategy	<p>The assessments are designed to ensure students understand the fundamentals of strategy, the requirement to predict future trends, and to formulate realistic and forward-looking strategic options. Students are required to demonstrate the ability to critically analyse strategic options and evidence their arguments through the analysis of relevant datasets.</p> <p>The summative assessments consist of two components:</p> <p>Component A: A two hour closed book examination, based on a company case study, testing knowledge of strategy concepts and their application in practice. Component B: An individual 2500 word written report, analysing a sector and company therein.</p> <p>Both assessments will test students' understanding of core strategic theory and its application in a simulated industrial / commercial setting.</p>

Formative assessment is provided from the start of the module through the class exercises, discussions and the in-class case-based analyses. Students are expected to contribute to discussions, to enable them to benefit from class-wide debate and commentary and feedback from the tutor.

Identify final assessment component and element	Component A	
% weighting between components A and B (Standard modules only)	A:	B:
	50%	50%
First Sit		
Component A (controlled conditions) Description of each element	Element weighting (as % of component)	
1. 2 hour exam	100%	
Component B Description of each element	Element weighting (as % of component)	
1. Individual written assignment (2,500 words)	100%	

Resit (further attendance at taught classes is not required)		
Component A (controlled conditions) Description of each element	Element weighting (as % of component)	
1. 2 hour exam	100%	
Component B Description of each element	Element weighting (as % of component)	
1. Individual written assignment (2,500 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.		