



Module Specification

Aerospace Business Context and Environment

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Part 1: Information

Module title: Aerospace Business Context and Environment

Module code: UMSD83-15-M

Level: Level 7

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: None

Co-requisites: None

Continuing professional development: Yes

Professional, statutory or regulatory body requirements: None

Part 2: Description

Overview: Not applicable

Features: Not applicable

Educational aims: In addition to the Learning Outcomes, the educational experience may explore, develop, and practise but not formally discretely assess the following:

Ability to interpret own role in the context of the wider business need

Ability to apply concepts to real-life strategic issues as part of a team

Outline syllabus: The business context: introductory concepts; fundamental concepts; how strategy, environmental and particularly scenario analysis are executed; what the pitfalls are; how aerospace strategy differs from other areas; the role of regulation and government

Strategic issues in aerospace: specific strategic issues; fundamental concepts: the role of risk; capital investment; lifecycles; manufacturing versus service-based concepts

Strategic environments: external analysis; scenario planning; data collection and dissemination; the extent to which aerospace constitutes a unique industry setting

Competitive strategy: strategies of cost leadership or differentiation; building and sustaining competitive advantage; balancing the portfolio of products / services

Building capabilities: core competences; dynamic capabilities; building and maintaining competitive and distinctive competences against competition

Management of knowledge: taxonomy of knowledge; knowledge as a strategy; protecting and acquiring knowledge

Manufacturing / quality strategy: bases of manufacturing strategies; application to aerospace environment; maintaining quality in the face of competition; lean manufacturing and the link to strategy; exploration of the link between technology and strategy

Collaboration as a strategic move; principles of alliance-building; 'co-opetition'; fundamentals of good practice vis. joint ventures and partnerships

Global strategy: globalisation principles; country-based versus international advantage; strategies to cope with globalisation; the role of government in global trading

Implementing strategic change in the context of changing business environments: taking into account the role of technology and novel approaches to procurement and finance

Part 3: Teaching and learning methods

Teaching and learning methods: The module comprises 3 days face-to-face classroom teaching followed by a virtual simulation exercise carried out on an individual basis (24 contact hours) with associated mentoring of individual students.

During the classroom sessions students will do group-work based on case studies, receive keynote addresses from guest speakers, work on live industry issues as well as receiving lectures.

Students will use a VLE structure post-course to synthesise their learning via means of a strategic scenario generation exercise (time required: 12 hours).

The course includes the following methods: lectures on main topics; use of a wide variety of case studies including primarily those based on the aerospace primes sector but also including others outside this immediate sector; a day-long strategy simulation exercise; guest lectures from industry contributors; discussion based on delegate experience and knowledge of their organisations strategy. Students are encouraged to make explicit links between theoretical material and practical observation of strategy in their own organisations and those of co-delegates. Delegates will prepare 4 substantive case studies prior to the module (on which they will be given further preparation guidance at the module itself), and also read the central textbook and, in the course of preparing their assessment, read significant journal articles relevant to their particular project.

Delegates will be encouraged to submit proposals for their project-based assessments in order to seek approval and advice concerning any anticipated problems in accessing in-company information.

This will require approximately 30 hours reading time.

Course time (36 hours in total) will be allocated approximately as follows:

Lectures: 30%

Group case discussion: 20%

Group live issue discussion: 15%

Guest lecture: 5%

Simulation exercise: 30%

Full explanation of the post course simulation exercise will be given during the course itself.

The assignment, comprising the individual project related to a business environmental / strategic issue will require in-company research and further reading by the student. This will require approximately 70-80 hours work.

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

MO1 Knowledge and understanding of the main theories, concepts and models relevant to understanding and critically analysing the aerospace industry and environment

MO2 The ability to apply formal scenario analysis techniques and models to organisation issues, using problem-solving methods appropriate to the area

MO3 The ability to compare and optimise external and internal factors influencing an organisation's strategic effectiveness

MO4 Facility in understanding own role in relation to the company's wider operating context

MO5 Familiarity with the main approaches to strategy development and implementation which follow environmental analysis

MO6 An ability to apply critical thinking to the relationship between environment requirements and strategy implementation

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](https://uwe.rl.talis.com/modules/umsd83-15-m.html) via the following link <https://uwe.rl.talis.com/modules/umsd83-15-m.html>

Part 4: Assessment

Assessment strategy: The post-module assignment is designed to assess a delegate's ability to critically examine the development and execution of strategy and understanding of the aerospace business context from the perspective of their own organisation or within a strategic business unit therein. Students will need to assess a specific aerospace-related industry environment, build composite scenarios with respect to likely future development thereof and suggest resulting strategic imperatives for a specific company or strategic business unit.

They need to align theoretical course material to data collected about that organisation's strategy through desk research and interview. They would be expected to assess the extent to which both development and execution have

followed accepted principles and to look at the adequacy of the strategy and propose alterations where necessary. It would be expected that delegates also critically examine the usefulness, robustness and adequacy of strategic and environment analysis theories.

In extremis, where a student is not allied to a particular organisation at the time of study, a case-study based project may be provided and the student will be given guidance as to how to research additional material.

The assessment will be in the form of a structured business report with reference to business models discussed within the course. It will focus on analysis, using live business data, and result in a critical synthesis of an aspect of company strategy.

Assessment components:

Project (First Sit)

Description: Project– maximum 4000 words

Weighting: 100 %

Final assessment: Yes

Group work: No

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

Project (Resit)

Description: Project - maximum 4000 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:

