

Module code: MOD005484	Version: 1 Date Amended: 22/Jun/2016
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1. Module Title
Strategic Management in a Global Context

2a. Module Leader	2b. Department	2c. Faculty
Null	Department of Leadership and Management	Lord Ashcroft International Business School

3a. Level	3b. Module Type
7	Standard (fine graded)

4a. Credits	4b. Study Hours
30	300

5. Restrictions			
Type	Module Code	Module Name	Condition
Pre-requisites:	None		
Co-requisites:	None		
Exclusions:	None		
Courses to which this module is restricted:	MBA (International)		

LEARNING, TEACHING AND ASSESSMENT INFORMATION

6a. Module Description
<p>The module focuses on the managerial, multi-business, multi-industry, multicultural, and multinational complexities of achieving and sustaining competitive advantage. The overarching goal of the module is to have students demonstrate their capacity to develop and execute organisational strategies in actual or simulated business situations.</p> <p>We will develop and consider the following as practical outcomes:</p> <ul style="list-style-type: none"> • Develop of an understanding of fundamental concepts in strategic management: the role of the general manager, the levels and components of strategy, competitive analysis, and organisational evolution. • Development of an awareness of the various impacts of external environmental forces on business and corporate strategy. • Develop an understanding of the nature of international strategic competitiveness • Develop the ability to analyse the competitive environment facing a firm, assess the attractiveness of the industry and isolate potential sources of competitive advantage and disadvantage. • Develop business level strategies by defining the type of advantage sought, scope of operations and activities required to deliver the chosen strategy. Assess the likely sustainability of firm strategies and competitive positions. • Consider the actions of domestic and international competitors and how that impacts the ability to reach strategic goals. Develop courses of actions that incorporate the actions of multiple players in the marketplace. • Consider the ethical and corporate responsibility, sustainability frameworks within which business strategies must operate, including sustainability as a source of competitive advantage <p>A key feature of this module will be the use of a business simulation as a problem based learning vehicle for student cognitive development.</p>

6b. Outline Content

Introduction

The purpose is to become familiar with a number of strategy concepts as well as to see how business strategy fits with broader dynamics in the society. We will also start the discussion about business sustainability and the potential limits to economic growth that will be continued through different parts of the course.

Industry value system

We focus on how the industry and the environment affect the performance of an individual business. The industry will shape the environment, determining the initial conditions within which the business will compete. Understanding the pressures of industry characteristics on the income statement of the business is a first step in formulating a strategy that attempts to isolate the business from these pressures in the future.

Strategy: the building blocks

Here we take a closer look at the business itself. We define the competitive position of a firm, analyse its activities and capabilities, and determine which combinations of positioning, activities, and capabilities result in a sustainable competitive advantage.

Competitive dynamics

We then turn our attention to the dynamic aspects of strategy formulation and specifically competitive interaction. Understanding competitors' moves and reacting appropriately is important. However, making strategic decisions and anticipating competitors' reactions is crucial for the viability of the business. Finally, strategic thinking does not exclude cooperation, and shared value creation is the long-term goal of sustainable business models.

Contemporary challenges and research questions

Change and uncertainty are always present when formulating a business strategy. In this module we explicitly discuss how some current challenges such as innovation, globalisation, issues of sustainable business development, stakeholder value sharing, and corporate business responsibility affect strategy. We will also review what research questions are at the frontier of strategy research.

Business Simulation

This is a PBL tool that allows the students to "put into simulated" practice, what they have learned from the lectures, seminars, and their own readings. It will run over eight rounds, each round being the equivalent to one year of trading of their simulated company. They will make decisions regarding all aspects of functional strategies and the overall corporate strategy. This will be run over a four week, online supported, period after the block of lectures and presentations.

6c. Key Texts/Literature

Key Text:

G. Johnson, R. Whittington, et.al. (2014) Exploring Strategy: Text and Cases, 10th Edn., Pearson Education

Recommended Texts:

Hill, C.W.L, Jones, G.R and Schilling, M.A (2015). Strategic Management: An Integrated Approach. (11th Ed.). CENGAGE Learning

Key journals for Strategic Management

Academy of Management Journal

Administrative Science Quarterly

California Management Review

Harvard Business Review

Journal of Management Studies

Strategic Management Journal

Key journals for International Business

International Business Review

Journal of International Business Studies

Journal of International Management

Journal of World Business

*Last Updated:***6d. Specialist Learning Resources**

Business Simulation – The Business Strategy Game

7. Learning Outcomes (threshold standards)

No.	Type	On successful completion of this module the student will be expected to be able to:
1	Knowledge and Understanding	Understand and be able to perform the key steps in the development of business strategies for new or existing companies.
2	Knowledge and Understanding	Understand how companies set strategic direction and how they use data and analysis to create key strategic and operational performance measures to monitor the effectiveness of the strategy implemented.
3	Knowledge and Understanding	Comprehend the many, often conflicting, schools of thought and facilitate the gaining of insight into the assumptions, possibilities and limitations of each set of theories
4	Intellectual, practical, affective and transferrable skills	To enhance the ability to define strategic issues, to critically reflect on existing theories, to creatively combine, develop and deploy theories where necessary
5	Intellectual, practical, affective and transferrable skills	To develop a critical, analytical, flexible and creative mind-set which challenges organisational, industry and national paradigms and traditional problem-solving recipes.

8a. Module Occurrence to which this MDF Refers

Year	Occurrence	Period	Location	Mode of Delivery
2016/7	ZZF	Template For Face To Face Learning Delivery		Face to Face

8b. Learning Activities for the above Module Occurrence			
Learning Activities	Hours	Learning Outcomes	Details of Duration, frequency and other comments
Lectures	12	1 - 5	Spread throughout delivery block
Other teacher managed learning	36	1 - 5	Pre-class preparatory work, in-class tutorials, group work, workshops, post- class on line activity and discussion
Student managed learning	252	1 - 5	Review, prepare and contextualise learning
TOTAL:	300		

9. Assessment for the above Module Occurrence					
Assessment No.	Assessment Method	Learning Outcomes	Weighting (%)	Fine Grade or Pass/Fail	Qualifying Mark (%)
010	Coursework	1-5	50 (%)	Fine Grade	30 (%)
Details:	REPORT (3000 WORDS)				
Group Presentation, An individual 3000 word reflective report on the game results					
011	Practical	1-5	50 (%)	Fine Grade	30 (%)
Details:	SIMULATION (8 ROUNDS OF MANAGING A SIMULATED COMPANY)				
8 rounds of managing a simulated company. Assessment takes place within the simulation itself and results are automatically generated					

**In order to pass this module, students are required to achieve an overall mark of 40%.
In addition, students are required to:**

- (a) achieve the qualifying mark for each element of fine graded assessment of as specified above**
- (b) pass any pass/fail elements**