Module specification

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Module code	BUS6A3
Module title	Applied Business Strategy
Level	Level 6
Credit value	30
Faculty	Glyndŵr University: Faculty of Social and Life Sciences Bloomsbury Institute: School of Business and Accounting
Module Leader	Dr Knowledge Mpofu
HECoS Code	100078
Cost Code	GAMG

Programmes in which module to be offered

Programme title	Is the module core or option for this programme
BA (Hons) Business Management	Core
BA (Hons) Business Management (Marketing)	Core
BA (Hons) Business Management (Entrepreneurship)	Core
BA (Hons) Business Management (Human Resource Management)	Core
BA (Hons) Business Management [Top-up]	Core
BA (Hons) Business Management (Marketing) [Top-up]	Core
BA (Hons) Business Management (Entrepreneurship) [Top-up]	Core
BA (Hons) Business Management (Human Resource Management) [Top-up]	Core

Pre-requisites

None

Breakdown of module hours

Learning and teaching hours	44 hrs
Placement tutor support	0 hrs
Supervised learning e.g. practical classes, workshops	0 hrs
Project supervision (level 6 projects and dissertation modules only)	0 hrs

Learning and teaching hours	44 hrs
Total active learning and teaching hours	**44 hrs**
Placement / work based learning	0 hrs
Guided independent study	256 hrs
Module duration (total hours)	**300 hrs**

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Initial approval date	8 April 2022
With effect from date	June 2022
Date and details of revision	
Version number	1

Module aims

The module introduces students to the fundamentals of business strategy and strategic management theories, including the processes of strategic analysis, strategic choices, implementation, and evaluation from a practitioner perspective. The module is designed with emphasis on strategic audit of an organisation and its external environment, with extensive use of case study analyses and application of strategic management theories, concepts, models and frameworks. Students will gain knowledge and understanding of business strategy through academic research and communication principles that promote critical analysis of a complex business management investigative topic. The module provides opportunities to identify and critically analyse a real-life business issue that can help to expand knowledge and understanding through a practical application of a business theory. This will help students to evaluate how businesses can develop, achieve sustainable growth, and gain competitive advantage in an increasingly dynamic and unpredictable, local, national and global business environment.

Module Learning Outcomes - at the end of this module, students will be able to:

1	Examine and critically evaluate business strategy and strategic management theories and concepts.
2	Apply a range of tools to conduct a strategic audit of an organisation and its environment.
3	Provide recommendations with appropriate justification for a sustainable strategy for the organisation and produce an implementation plan.

Assessment

This section outlines the type of assessment task the student will be expected to complete as part of the module.

Indicative Assessment 1: Will take the form of a literature review (2,000 words).

Indicative Assessment 2: Will take the form of a report: Strategic Audit and Implementation plan (3,000 words).

Assessment number	Learning Outcomes to be met	Type of assessment	Weighting (%)
1	1	Literature Review	40%
2	2, 3	Report	60%

Derogations

None

Learning and Teaching Strategies

The module will be completed over one term.

Students will undertake 2-weeks of pre-reading and online activities.

The module is taught through weekly 2-hour seminars and 2-hour workshops.

Seminars enable students to undertake directed self-study and to answer questions and solve problems which are set by the lecturer. Students will present their answers and solutions within the seminar group. Seminars enable students to explore further the topics introduced in the lectures.

Workshops follow on from lectures and seminars. They are designed to enable students to work within a small group to perform set tasks (e.g. working on an exercise or case study). They reinforce proactive learning by providing opportunities for discussion and interaction.

The seminar/workshop groups are small, thereby enabling students to develop a deep understanding.

Recorded lectures will be provided through the VLE to provide a broad outline structure for each topic to be covered.

Student digital literacies are developed on this module through the use of:

- Online libraries and databases for gaining access to full-text journal articles and eBooks.
- Communication means provided through the VLE and learning technology applications.
- Online group-work, for planning, developing, improving, submitting and reflecting on collaborative work completed as part of the module.
- Assessment and feedback tools such as Multiple Choice Tests/Quizzes, Turnitin and the VLE's Gradebook – enabling timely and detailed feedback on student work.
- Web-based Office 365.

Indicative Content

- Strategic Audit & Positioning
- Introducing strategy – definitions and different interpretations of strategy
- Organisational purpose, values and culture

- Internal environmental analysis – resources and capabilities (Resource-based view of strategy)
- External Environmental analysis – PESTEL factors and key drivers of change
- Industry and competitor analysis – Porter's five forces and Game theory
- Blue Ocean strategy, Business models and value proposition – value capture, creation and configuration

Strategic Choices:

- Different levels of strategy: Business unit, Corporate, Functional strategies
- Business unit competitive strategies - for achieving competitive advantage
- Corporate level strategies - for growth and achieving competitive advantage
- International growth strategies and foreign market entry strategies
- Partnerships: Mergers, acquisitions and alliances

Strategy in Action:

- Strategy implementation and evaluating strategic options – SAFe criteria (Suitability, Acceptability, Feasibility)
- Practitioner insights – critical thinking, talking and acting like a strategic leader
- Strategic case analyses and application of strategic tools and frameworks to deal with challenges of the practice of strategy in different organisational contexts.

Indicative Bibliography:

Please note the essential reads and other indicative reading are subject to annual review and update.

Essential Reads

- Johnson G., Whittington R., Scholes K., Angwin D and Regner P (2017) *Exploring Strategy: Text and Cases* (11th edition). Pearson Education Ltd.

- MacKay B, Arevuo M, MacKay D and Meadows M (2020) Strategy: Theory, Practice, Implementation. Publisher Oxford University Press.

Other indicative reading

- Grant R. M (2016) Contemporary Strategy Analysis: Text & Cases. 9th Edition. Wiley & Sons Ltd.
- Johnson G., Whittington R., Scholes K., Angwin D and Regner P (2014) *Exploring Strategy: Text and Cases* (10th edition). Pearson Education Ltd.
- Harvard Business Review (HBR) – Journal
- Long Range Planning Journal

Websites

- CMI Management Direct:
- HSTalks – The Business & Management Collection
- Harvard Business Review: www.hbr.org/
- Financial Times (FT)

- Strategic Planning Society: www.sps.org.uk
- The Blue Ocean strategy: www.blueoceanstrategy.com

Employability skills – the Glyndŵr Graduate

Each module and programme is designed to cover core Glyndŵr Graduate Attributes with the aim that each Graduate will leave Glyndŵr having achieved key employability skills as part of their study. The following attributes will be covered within this module either through the content or as part of the assessment. The programme is designed to cover all attributes and each module may cover different areas.

Core Attributes
Engaged
Enterprising
Creative
Ethical

Key Attitudes
Commitment
Curiosity
Resilience
Confidence
Adaptability

Practical Skillsets
Digital Fluency
Organisation
Leadership and Team working
Critical Thinking
Communication