

Module Title: Strategic Thinking	Level: 6	Credit Value: 20
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Module code: BUS623 (BA) BUSI623 (MBus/MAccFin)	Cost Centre: GAMG	JACS2 code: N211
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Trimester(s) in which to be offered:	<ul style="list-style-type: none"> <li>▪ Trimester 3 (F/T 2 year)</li> <li>▪ Semester 1 (F/T 3 year &amp; P/T)</li> </ul>	With effect from: September 2016
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<b>Office use only:</b> To be completed by AQSU:	Date approved: September 2014 Date revised: August 2016 (to incorporate MBus / MAccFin only) Version no: 4
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Existing/New: Existing	Title of module being replaced (if any):
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Originating School: Business	Module leader: Dr. Jan Green
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Module duration (total hours): 200	Status: Core Core/option/elective (identify programme where appropriate): Core for all programmes listed below
Scheduled learning & teaching hours: 30	
Independent study hours: 170	
Placement hours: 0	

Programme(s) in which to be offered:  MBus Business MAccFin Accounting and Finance BA (Hons) Applied Business BA (Hons) Business BSc (Hons) Entrepreneurship BA (Hons) Hospitality Tourism and Event Management BA (Hons) Global Business BSc (Hons) Sports Management BSc (Hons) Marketing and Consumer Psychology BA (Hons) Accounting and Finance BA (Hons) Business Management and IT	Pre-requisites per programme (between levels):  None
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**Module Aims:**

1. To analyse the evolution of strategy as both an academic discipline and cornerstone of business thinking and senior management behaviour
2. To critique the processes by which organisations identify and achieve their aims
3. To analyse the socio-economic consequences of implementing strategic development

**Expected Learning Outcomes****Knowledge and understanding**

At the end of this module, students should be able to:

1. Critically discuss the historical development of business strategy over the course of the 20<sup>th</sup> century and comparisons with current thinking on strategy (KS1)
2. Critically evaluate the relevance of strategy in the modern business environment and how organisations implement a strategic shift (KS5)
3. Explain at least three models for strategic implementation (KS1, KS6)
4. Understand the wider context of strategy in terms of socio-economic and environmental concerns and ethics (KS7)

*Key skills for employability*

1. *Written, oral and media communication skills*
2. *Leadership, team working and networking skills*
3. *Opportunity, creativity and problem solving skills*
4. *Information technology skills and digital literacy*
5. *Information management skills*
6. *Research skills*
7. *Intercultural and sustainability skills*
8. *Career management skills*
9. *Learning to learn (managing personal and professional development, self management)*
10. *Numeracy*

**Assessment:**

Assessment	Learning Outcomes to be met	Type of assessment	Weighting	Duration (if exam)	Word count or equivalent if appropriate
1	LO: 1	Essay	30%	N/A	2,000
2	LO: 2, 3, 4	Management report	70%	N/A	3,000

**Indicative Assessment One:**

A critical assessment and evaluation of the theoretical underpinnings of strategic thought, past, present and possibly future.

**Indicative Assessment Two:**

Students will be given a hypothetical organisation synopsis. They will assume the role of *Director of Strategy* and submit a management report in the form of a strategic action plan. This plan will define realistic objectives for a specified period of time and a clear overview of the direction the business will take in order to meet those objectives. Rationale and justification for the strategy will also be assessed.

Students on the BA (Hons) Applied Business programme will undertake assessment tasks based on their partnered employer.

Students enrolled on the BUSI623 module, i.e. those enrolled on MBus or MAccFin are asked to note that Integrated Masters regulations only permit two attempts at this assessment.

**Learning and Teaching Strategies:**

Lectures will be provided to students digitally, a minimum of three working days before the classroom tutorials. The classroom tutorials will facilitate interactive discussion and feedback on the lecture material which forms a basis for group work through practical exercises. There will be the opportunity to engage in group exercises to evaluate and present case study material either in formal presentation or in class discussion. Contemporary issues aligned to the module content will be drawn upon to provide a practitioner insight to the modular content.

To this end the module is embedded within the values and practices espoused in the Glyndŵr University's Teaching and Learning and Assessment strategy whereby students are encouraged to take responsibility for their own learning and staff facilitate the learning process, with the aim of encouraging high levels of student autonomy in learning and the capacity to apply it within the wider environment.

**Syllabus outline:**

1. The overarching context for all strategic endeavour: 1. Where are we now (the strategic position); 2. Where do we want to be (options and choices); 3. How do we get there (implementation)
2. A brief history of Strategy
3. How to create a strategy
4. Stakeholders and strategic alliances
5. Strategic options
6. The economics of strategy
7. Scenario planning and portfolio analysis
8. Strategy models
9. Strategy evaluation, development and Implementation

## **Bibliography**

### **Essential reading:**

Sola, D. & Couturier, J. (2013) How To Think Strategically, Pearson Education, Harlow.

### **Other indicative reading**

David, F.R. & David, F.R. (2017) Strategic Management: A Competitive Advantage Approach (16th Edn). Pearson Education, Harlow.

Evans, V., (2013) Key Strategy Tools: The 80+ Tools for Every Manager to Build a Winning Strategy, FT Publishing, Harlow.

Grant, R.M. & Jordon, J.J. (2015) Foundations of Strategy, (2nd Edn) John Wiley, Colchester.

Lynch, R.L (2015) Strategic Management Prentice Hall: Harlow.

Mintzberg, H., Lampel, J., Quinn, J. B., Ghoshal, S. (2013) The Strategy Process: Concepts, Contexts and Cases, Pearson Education, Harlow.

Paroutis, S., Heracleous, L. & Angwin, D. (2016) Practicing Strategy, Sage Publications, London

Tovstiga, G. (2015) Strategy in Practice: A Practitioner's Guide to Strategic Thinking, (3rd edn) John Wiley, Colchester.

### **Journals**

Developing and Learning in Organizations

Harvard Business Review

Journal of Business Strategy

Journal of Management Education

Long Range Planning Journal

Strategic Directions

Strategy and Leadership