MODULE SPECIFICATION FORM

Module Title: Corporate Strategy and Culture	Level: 7	Credit Value: 10

Module code: BUS759	Cost Centre: GAMP	JACS2 code: N211

Semester(s) in which to be offered:	N/A	With effect from:	July 2013

Existing/New: New	Title of module being replaced (if any):

Originating Department: Business and Management	Module leader: Prof Chris Jones

Module duration (total hours):	100	Status: core/option/elective (identify programme where appropriate):	Core
Scheduled learning & teaching hours	25		
Independent study hours	75		
Placement hours	0		

Percentage taught by Departments other than originating Department (please name other Departments):	None

Programme(s) in which to be offered:	Pre-requisites per programme (between levels):	Co-requisites per programme (within a level):
Executive Master of Business Administration	None	None

Module Aims

Thinking strategically is what separates good managers and leaders. Creating a winning culture is often what separates 'great organisations' from 'good organisations'. This key unit begins both of these themes together. This module serves two purposes. It ties together the learning from each of the four pillars. All of the other eight core modules are founded upon the assumption of a strategy and a culture. Secondly, it equips the student with the foundations necessary at senior management / board room level.

The single module aim is thus to guide the student through the various aspects of strategy and culture (as defined in the syllabus) to aid the in thinking about their organisation with breadth, rather than technical or operational depth.

Expected Learning Outcomes

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

Knowledge and Understanding:

1. Critically analyse the competitive environment.
2. Evaluate the role that culture plays in shaping the organization's behaviour.
3. Critically appraise the techniques available to managers to develop an organizational strategy.
4. Discuss how the academic techniques used to measure organisational culture relate to current business practice.

Transferable/Key Skills and other attributes:

- Use information and knowledge effectively in order to abstract meaning.
- Solve complex problems using appropriate decision-making techniques.
- Communicate effectively using listening, oral, written and media techniques.
- Effectively use Communications Information Technology tools and packages.
- Demonstrate effective performance within a team environment.
- Select appropriate leadership styles for different situations.
- Recognise and address ethical dilemmas and corporate social responsibility issues.
- Manage creative processes, organise, synthesise and critically appraise.

Assessment

Consider a strategic decision your organisation is currently facing. Conduct a systematic environmental audit and describe how both the external environment and the internal organisation culture will influence your organisation's response. Summarise the findings as a business report that provides recommendations to senior management on how they should proceed. The report should include a method section description of how you measured your organisation's culture and conducted the environmental analysis.

Assessment	Learning Outcomes to be met	Type of assessment	Weighting	Duration (if exam)	Word count or equivalent if appropriate
One	1,2,3,4	Report	100%	N/A	2,500 – 3,000

Learning and Teaching Strategies

The basis for delivery of this module is a hypothetical business case study. All students will be introduced to this case study. They will then assume a senior role within the organisation upon which the case study is based. At classroom level this will be achieved in groups. The three-day unit will then proceed with a series of short lectures and/or video presentations from the tutor (30mins-45mins). Immediately following each lecture/presentation, classroom students will discuss their case study in the context of the material presented.

At the half-way point and end of the three day unit, groups will be required to deliver presentations to the class. The subject of the presentation will relate to the strategy (half-way point) and cultural changes (end point) required by the case study organisation. The presentations will not form part of the assessment.

Syllabus outline

Strategy

1. How to become a corporate strategist – how to think and sell strategically.
2. Creating a strategy – finding position, intention and direction.
3. Understanding your competitive environment.
4. Winning with strategy – how to beat others at strategic games.
5. Managing the strategic process.

Culture

6. Elements of culture.
7. Creating transformative change through changing culture.
8. The dynamics and evolution of culture through the organisational life cycle – from start-up, mid-life, maturity and decline.
9. When cultures meet – acquisition and mergers.
10. Becoming a cultural leader.

Bibliography

Essential reading:

Johnson, G., Whittington, R., Scholes, K. (2010). *Exploring Strategy.* New Jersey, U.S.: Prentice Hall.

Other indicative reading:

Textbooks:

Collins, J., (2001), Good to Great, Random House Business
Lafley, A.G. and Martin, R.L., (2013), Playing to Win, Harvard Business Review Press
McKeown, M., (2011), The Strategy Book, Financial Time Series
Rumelt, R., (2012), Good Strategy / Bad Strategy, Profile Books Ltd
Schein, E. H., (2009), The Corporate Culture Survival Guide, Jossey Bass
Stewart, M., (2009), The Management Myth: Why the Experts Keep Getting it Wrong, W. W. Norton and Co.
Trompenaars, F. and Hampden-Turner, C., (1997), Riding the Waves of Culture, 2nd edition, Nicholas Brealey Publishing

Journals:

- Advances in Strategic Management
- Business Strategy and the Environment
- Journal of Economics and Management Strategy
- Long Range Planning
- Strategic Management Journal
- Strategic Organization
- Journal of Organizational Culture.