

# ES977-10 Business Strategy & Strategic Management

21/22

**Department**

WMG

**Level**

Taught Postgraduate Level

**Module leader**

Angela Clarke

**Credit value**

10

**Module duration**

5 days

**Assessment**

100% coursework

**Study location**

University of Warwick main campus, Coventry

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## Description

### Introductory description

The dynamic and complex business environment in which most organisations now operate requires management and employees who are more aware of the impact of strategic decisions on the organisation and its stakeholders. The purpose of this module is to introduce and understand contemporary and traditional schools of strategic thinking, and to consider the strategy formulation process in the context of both competitive structuralist strategy and Blue Ocean reconstructionist strategy. A major part of the module will involve participants in an online strategy simulation, which offers real-world business planning and strategic decision making experience in a competitive group environment.

### Module aims

The principal module aim is to introduce learners to both contemporary and traditional schools of strategic thinking, and to consider the strategy formulation process in the context of both competitive structuralist strategy and Blue Ocean reconstructionist strategy. The module also aims to enable learners to understand real-world business and corporate strategic planning processes and identify and critically assess strategic decision making process.es

## Outline syllabus

This is an indicative module outline only to give an indication of the sort of topics that may be covered. Actual sessions held may differ.

Analysis of the theory of strategy from Porterian to Blue Ocean, strategic evolution, the different schools of strategy, and an introduction to key strategic concepts and terminologies.

The theory and practice of strategy formulation, implementation and evaluation using linear and non-linear methods, including application of relevant models, frameworks and processes.

The process of strategic positioning of organisations, mission and vision statements; organisational aspirations and values; objectives;

Introduction to dynamic capabilities, and identification of threshold competencies and capabilities, and distinctive competencies.

The role and purpose of strategic planning: Emergent and deliberate strategies, explanation of types of strategic thinking-aggressive, competitive, conservative and defensive strategic stances.

Future directions of markets and competition; future needs of customers; gaining and maintaining competitive advantage.

## Learning outcomes

By the end of the module, students should be able to:

- 1. Understand and interpret organizational situational analysis in the context of the external business environment, by critical analysis of the macro-environment.
- 2. Critically analyse the evolution and philosophy of business strategy and the different strategic planning and management processes
- 3. Critically assess linear strategy formulation with e-commerce business strategy formulation.
- 4. Critically analyse the strategic capabilities, competences and strategic position of an organisation.

## Indicative reading list

MODULE TITLE: BUSINESS STRATEGY & STRATEGIC MANAGEMENT

BOOK LIST

EXPLORING STRATEGY: TEXT AND CASES Johnson, G., et al

ISBN13: 9781292002545 10th Edition (2013) Pearson

STRATEGIC MANAGEMENT: A COMPETITIVE ADVANTAGE APPROACH; CONCEPTS AND CASES

David, F. R., and David F.

ISBN13: 9781292148496 16th Edition (2016) Pearson

COMPETITIVE ADVANTAGE Porter, M.E. (1985) Free Press

STRATEGY SAFARI Mintzberg, H., Ahlstrand, B., Lampel, J.

ISBN13: 9780273719588 2nd Edition (2009) Pearson

THE STRATEGY PROCESS: CONCEPTS, CONTEXT AND CASES Mintzberg H., et al.

ISBN13: 9780273716280 5th Edition (2014) Pearson

## ADVANCED STRATEGIC MANAGEMENT: A MULTI-PERSPECTIVE APPROACH

Jenkins, M., Mowbray, N., Ambrosini, V.

ISBN13: 9781137377944 3rd Edition (2015) Palgrave

BLUE OCEAN STRATEGY Chan Kim, W., and Mauborgne, R.

ISBN13: 9781625274496 Expanded edition (2015) Harvard Business Review Press

### JOURNAL PAPERS

Explicating dynamic capabilities: the nature and microfoundations of (sustainable) enterprise performance. Author: David J. Teece

Strategic Management Journal Volume 28, Issue 13 December 2007 Pages 1319–1350

The Applicability of Porter's Generic Strategies in the Digital Age: Assumptions, Conjectures, and Suggestions. Authors: Eonsoo Kim, Dae-II Nam and J. L. Stimpert

Journal of Management Volume 30 Issue 5 2004 Pages 569-589

Dynamic Managerial Capabilities: Review and Assessment of Managerial Impact on Strategic Change. Authors: Constance E. Helfat, Jeffrey A. Martin

Journal of Management Volume 1 Issue 5 2015 Pages 1281–1312

[View reading list on Talis Aspire](#)

### International

The module is taught in 6 different countries, and has a distinct international delivery style and application that is meaningful and of practical use in the context of international employability in a variety of market sectors.

### Subject specific skills

Knowledge of corporate and business unit strategy and key strategy formulation, implementation and evaluation processes and decision areas; strategic resources and capabilities; practical application of strategy models and concepts.

### Transferable skills

Problem solving: Use rational and logical reasoning to deduce appropriate and well-reasoned conclusions.

Retain an open mind, optimistic of finding solutions, thinking laterally and creatively to look beyond the obvious.

Knows how to learn from failure.

Self-awareness: Actively seek opportunities for personal development in the context of employment and life.

Aware of personal strengths and emotional intelligence

Reflect on learning, seeking feedback on and evaluating personal practices, strengths and opportunities for personal growth.

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## Study

## Study time

Type	Required
Lectures	20 sessions of 1 hour 30 minutes (50%)
Seminars	5 sessions of 1 hour (8%)
Practical classes	7 sessions of 1 hour (12%)
Online learning (independent)	12 sessions of 1 hour 30 minutes (30%)
Total	60 hours

## Private study description

No private study requirements defined for this module.

## Costs

No further costs have been identified for this module.

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## Assessment

You must pass all assessment components to pass the module.

### Assessment group A1

	Weighting	Study time
Assessed work as specified by department	100%	40 hours
Post module assignment awards 100% of marks comprising a choice of 2 from 3 questions set. Question (s) changed and re-ordered every 3 module runnings from a test bank of 4 questions. PMA word count expectation: 3000		

## Feedback on assessment

Tutor feedback in writing

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## Availability

## Courses

This module is Optional for:

- Year 1 of TESS-H1ZW Postgraduate Taught Programme and Project Management

- TESS-H7PT Postgraduate Taught Programme and Project Management (Hong Kong)
  - Year 1 of H7PT Programme and Project Management (Hong Kong)
  - Year 1 of H7PT Programme and Project Management (Hong Kong)

This module is Core option list B for:

- Year 1 of TWMS-H7BF Postgraduate Supply Chain and Logistics Management (Hong Kong)
- Year 1 of TWMS-H7BG Postgraduate Supply Chain and Logistics Management (awarded jointly with Hong Kong Polytechnic University)
- Year 1 of TESS-H7PE Postgraduate Taught Supply Chain and Logistics Management (Overseas and Self-Financing)
- Year 1 of TWMS-H7A1 Postgraduate Taught Supply Chain and Logistics Management (Singapore)
- Year 1 of TESS-H7PN Postgraduate Taught Supply Chain and Logistics Management (Thailand)

This module is Core option list C for:

- Year 1 of TESS-H1PT Postgraduate Taught Engineering Business Management (Awarded Jointly with Hong Kong Polytechnic Uni)

This module is Option list B for:

- Year 1 of TWMS-H6C5 Postgraduate Cyber Security and Management (Malaysia)
- Year 1 of TESS-H1PU Postgraduate Taught International Technology Management
- Year 1 of TESS-H6C4 Postgraduate Taught International Technology Management (Hong Kong)
- Year 1 of TCHA-F1PW Postgraduate Taught Polymer Science
- Year 1 of TESS-H1X6 Postgraduate Taught Programme and Project Management
- Year 1 of TWMS-H1Y8 Postgraduate Taught Service Management and Design
- Year 1 of TWMS-H1Y9 Postgraduate Taught Service Management and Design (Hong Kong)
- Year 1 of TESA-H7PD Postgraduate Taught Supply Chain and Logistics Management (Home Fees)

This module is Option list C for:

- Year 1 of TESS-H1P2 Postgraduate Award in Engineering Business Management
- Year 1 of TESS-H1X0 Postgraduate Award in Taught Engineering Business Management (Hong Kong)
- Year 1 of TWMS-H7BE Postgraduate Service Management and Design (Thailand)
- Year 1 of TESA-H1P7 Postgraduate Taught Engineering Business Management
- Year 1 of TESS-H1P1 Postgraduate Taught Engineering Business Management
- Year 1 of TESS-H1P3 Postgraduate Taught Engineering Business Management (Hong Kong) Warwick Award
- Year 1 of TESS-H1PS Postgraduate Taught Engineering Business Management (Singapore)
- Year 1 of TESS-H1PI Postgraduate Taught Engineering Business Management (Thailand)
- Year 1 of TWMS-H7A5 Postgraduate Taught Programme and Project Management (China)
- Year 1 of TWMS-H7B4 Postgraduate Taught Programme and Project Management

(Singapore)