

Study Abroad Programme

The module description below is from the 2019/20 academic year and is subject to change, and for the use of study abroad students only.

Module name	Business Strategy Analysis
Module code	BM2200
School	Cass Business School
Department or equivalent	Undergraduate Programme
UK credits	15
ECTS	7.5
Level	5

MODULE SUMMARY

Module outline and aims

This module discusses the goal and elements of business strategy - the strategy of firms within a given industry. It seeks to answer two broad questions. First, why is a business strategy important? Second, what are the key issues involved in formulating and implementing a business strategy?

It aims to acquaint you with the notion of business strategy and it provides a range of analytical tools necessary to analyse business strategy questions.

Content outline

- What is strategy?
- The analysis of the external and internal environments of firms;
- Business strategy formulation and implementation
- The strategy process
- Business model analysis

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To enhance your learning experience modules are designed to reflect contemporary issues in the business and financial world. As such, a degree of flexibility is expected in the exact content in terms of scope and coverage to ensure relevance to current circumstances.

WHAT WILL I BE EXPECTED TO ACHIEVE?

On successful completion of this module, you will be expected to be able to:

Knowledge and understanding:

- Demonstrate familiarity with the main concepts, frameworks, and techniques of business strategy
- Understand the range of different strategic positions open to an organisation and how choice of position is affected by its resource position and the state of the (industry) environment

Skills:

- Assess real-life business cases against the backdrop of the logics revealed in the course literature
- Critically assess the information requirements of firms facing strategy questions
- Demonstrate team working

Values and attitudes:

- Appreciate the need to balance ethical and economic objectives in evaluating business strategy
- Demonstrate confidence in analysing and commenting on the strategy of a firm.
- Demonstrate an appreciation of ethical issues as they relate to both the subject matter and the wider business world.

HOW WILL I LEARN?

A variety of learning and teaching methods will be used in this course. The module will consist of a series of interactive lectures in which concepts related to business strategy will be introduced

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and subsequently discussed with reference to real-life examples. You will be required to prepare by reading theory and by applying the theoretical concepts to in-class examples and case studies, gaining experience in making strategy recommendations. Overall, students will learn by continually confronting the ideas from their readings with practical examples and case studies. It is strongly recommended that you attend ALL lectures. Key learning and teaching resources will be put on the module website on Moodle.

Teaching pattern:

Teaching component	Teaching type	Contact hours (scheduled)	Self-directed study hours (independent)	Placement hours	Total student learning hours
Lecture	Lecture	22	128	0	150

Totals		22	128	0	150
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WHAT TYPES OF ASSESSMENT AND FEEDBACK CAN I EXPECT?

Assessments

This module is assessed by Coursework and Examination. The assessment for this module will take the form of an individual unseen examination (weighted at 60%), covering the key learning outcomes, and group/individual coursework (weighted at 40%), which aims to ensure that students are able to collaborate on a case study analysis. Coursework includes a number of case studies that you will be required to discuss in group and submit before class, a smaller piece of work submitted individually and a final group presentation. At the end of the module you will sit one final 135 minute exam during the University exam period.

Assessment pattern:

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Assessment component	Assessment type	Weighting	Minimum qualifying mark	Pass/Fail?
Coursework	Written assignment, including essay, and oral presentation	40%	0	N/A
Final Exam	Written exam	60%	0	N/A

Assessment criteria

Assessment criteria are descriptions of the skills, knowledge or attributes you need to demonstrate in order to complete an assessment successfully and Grade-Related Criteria are descriptions of the skills, knowledge or attributes you need to demonstrate to achieve a certain grade or mark in an assessment. Assessment Criteria and Grade-Related Criteria for module assessments will be made available to you prior to an assessment taking place. More information will be available in the UG Assessment Handbook and from the module leader.

Feedback on assessment

Following an assessment, you will be given your marks and feedback in line with the University's Assessment Regulations and Policy. More information on the timing and type of feedback that will be provided for each assessment will be available from the module leader.

Assessment Regulations

The Pass mark for the module is 40%. Any minimum qualifying marks for specific assessments are listed in the table above. The weighting of the different components can also be found above. The Programme Specification contains information on what happens if you fail an assessment component or the module.



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INDICATIVE READING LIST

Johnson, G., Whittington, R. & Scholes, K., 2014. *Exploring Strategy, Text and Cases*, 10th edition, Harlow: Pearson.

Articles as per topic in the full module outline distributed at the beginning of the course. Where possible, direct links to the articles will be uploaded on Moodle.

You are encouraged to explore other texts and articles. The following journals provide useful material: Harvard Business Review, Strategic Management Journal, California Management Review and Sloan Management Review.

In addition to scholarly writings, you should aim to follow the news about businesses. In particular, stay up-to-date by reading newspapers such as Financial Times or Wall Street Journal, and magazines such as The Economist or Business Week.

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For use from: 2019-20