

IB3D8-15 Corporate Strategy

21/22

Department

Warwick Business School

Level

Undergraduate Level 3

Module leader

Juha Uotila

Credit value

15

Module duration

10 weeks

Assessment

Multiple

Study location

University of Warwick main campus, Coventry

Description

Introductory description

This is an elective module available for WBS and non-WBS students.

The module provides students with a sound basis for understanding corporate strategy. The managerial perspective may be of use for students intending to work in the corporate world, and provides frameworks for business analysis and strategy. The module also provides multiple perspectives upon corporate strategy which broadens perceptions of the scope of the academic subject.

[Module web page](#)

Module aims

The module aims to:

Develop an understanding of the nature of the changing business environment.

Build awareness of strategy choices within various business situations.

Establish the foundations for strategic decisions based upon the concept of strategic advantage.

Develop skills in structuring and analysing strategic management situations.

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.

What is Strategy

Analysing the External Environment

Analysing the Internal Environment

Creating a Competitive Strategy

Formulating a Corporate Strategy

Executing a Corporate Strategy: Game Theory and Alliances

Executing a Corporate Strategy: Mergers and Acquisitions

Corporate Strategy and Organization Design

Corporate Strategy and (Sustainable) Innovation

Learning outcomes

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

- Critically analyse a company's strategic situation.
- Demonstrate a critical understanding of the nature of the changing business environment and carry out comparative analysis of strategy choices within various business situations.
- Think strategically i.e. not be limited to functional myopia but be capable of perceiving a wider and picture and begin to tackle functional and intra-organisational tensions.

Indicative reading list

Grant, R. 2018. Contemporary Strategy Analysis (10th edition). John Wiley & Sons.

Whittington, R., Regner, P., Angwin, D., Johnson, G., Scholes, K. 2019. Exploring Strategy (12th edition). Pearson Education Ltd.

Additional Reading

Stout, L. A. (2012). The problem of corporate purpose. *Issues in Governance Studies*.

Porter, M. E. (2008). The Five Competitive Forces That Shape Strategy. *Harvard Business Review*.

Articles

Bower, J. L., & Paine, L. S. (2017). The Error at the Heart of Corporate Leadership. *Harvard Business Review*, 95(3): 50-60.

Durand, R., Grant, R. M., & Madsen, T. L. (2017). The expanding domain of strategic management research and the quest for integration. *Strategic Management Journal*, 38(1): 4-16.

Furrer, O., Thomas, H., & Goussevskaia, A. (2008). The structure and evolution of the strategic management field: A content analysis of 26 years of strategic management research. *International Journal of Management Reviews*, 10(1): 1-23.

Jensen, M. C. (2001). Value maximisation, stakeholder theory, and the corporate objective function. *European Financial Management*, 7(3), 297-317.

Kaplan, R. S. and Norton, D. P. (1996). Using the Balanced Scorecard as a Strategic Management System. *Harvard Business Review*, 74(1), 75-85.

Mintzberg, H. & Lampel, J. (1999). Reflecting on the strategy process. *MIT Sloan Management Review*, 40(3), 21-30.

Nag, R., Hambrick, D. C., and Chen, M. J. (2007). What is strategic management, really?

Inductive derivation of a consensus definition of the field. *Strategic Management Journal*, 28, 935-

Subject specific skills

Demonstrate skills in structuring and analysing strategic management situations.
Link multiple levels of analysis.
Recognise process effects.

Transferable skills

Analyse and evaluate strategic situations.
Present in writing the results of strategic analysis.

Study

Study time

Type	Required
Lectures	10 sessions of 2 hours (13%)
Seminars	9 sessions of 1 hour (6%)
Private study	48 hours (32%)
Assessment	73 hours (49%)
Total	150 hours

Private study description

Private Study.

Costs

No further costs have been identified for this module.

Assessment

You do not need to pass all assessment components to pass the module.

Assessment group A2

	Weighting	Study time
Individual Assignment (15 CATS)	90%	65 hours
Participation (15 CATS)	10%	8 hours

Assessment group R

	Weighting	Study time
Individual Assignment	100%	

Feedback on assessment

A percentage mark (using the UG 20 point scale) plus individual feedback and developmental comments on assignment coversheet.

Availability

Courses

This module is Optional for:

- UIBA-MN34 Law and Business Four Year (Qualifying Degree)
 - Year 3 of MN34 Law and Business Studies Four Year (Qualifying Degree)
 - Year 4 of MN34 Law and Business Studies Four Year (Qualifying Degree)
- UECA-3 Undergraduate Economics 3 Year Variants
 - Year 3 of L100 Economics
 - Year 3 of L100 Economics
 - Year 3 of L100 Economics
 - Year 3 of L116 Economics and Industrial Organization
 - Year 3 of L116 Economics and Industrial Organization
- UECA-4 Undergraduate Economics 4 Year Variants
 - Year 4 of L103 Economics with Study Abroad
 - Year 4 of LM1H Economics, Politics & International Studies with Study Abroad
 - Year 4 of LM1H Economics, Politics & International Studies with Study Abroad
 - Year 4 of L114 Industrial Economics with Study in Europe
- UECA-LM1D Undergraduate Economics, Politics and International Studies
 - Year 3 of LM1D Economics, Politics and International Studies
 - Year 3 of LM1D Economics, Politics and International Studies
- Year 3 of UIBA-MN31 Undergraduate Law and Business Studies
- UIBA-MN32 Undergraduate Law and Business Studies
 - Year 3 of MN32 Law and Business Studies (Four-Year)
 - Year 4 of MN32 Law and Business Studies (Four-Year)
- Year 5 of UIBA-MN37 Undergraduate Law and Business Studies (Qualifying Degree) with Intercalated Year
- UIBA-MN35 Undergraduate Law and Business Studies with Intercalated Year (3+1)
 - Year 3 of MN35 Law and Business Studies with Intercalated Year (3+1)
 - Year 4 of MN35 Law and Business Studies with Intercalated Year (3+1)
- Year 5 of UIBA-MN36 Undergraduate Law and Business Studies with Intercalated Year (4+1)

- USTA-G300 Undergraduate Master of Mathematics,Operational Research,Statistics and Economics
 - Year 3 of G300 Mathematics, Operational Research, Statistics and Economics
 - Year 4 of G300 Mathematics, Operational Research, Statistics and Economics
- Year 3 of UMAA-GL11 Undergraduate Mathematics and Economics
- Year 4 of UECA-GL12 Undergraduate Mathematics and Economics (with Intercalated Year)

This module is Unusual option for:

- UPHA-V7ML Undergraduate Philosophy, Politics and Economics
 - Year 3 of V7ML Philosophy, Politics and Economics (Tripartite)
 - Year 3 of V7ML Philosophy, Politics and Economics (Tripartite)
 - Year 3 of V7ML Philosophy, Politics and Economics (Tripartite)

This module is Option list A for:

- Year 3 of UESA-HN12 BEng Engineering Business Management
- Year 3 of UESA-HN15 BEng Engineering Business Management
- Year 4 of UESA-HN13 BEng Engineering Business Management with Intercalated Year

This module is Option list B for:

- USTA-Y602 Undergraduate Mathematics,Operational Research,Statistics and Economics
 - Year 3 of Y602 Mathematics,Operational Research,Stats,Economics
 - Year 3 of Y602 Mathematics,Operational Research,Stats,Economics

This module is Option list G for:

- UPHA-V7ML Undergraduate Philosophy, Politics and Economics
 - Year 2 of V7ML Philosophy, Politics and Economics (Tripartite)
 - Year 2 of V7ML Philosophy, Politics and Economics (Tripartite)
 - Year 2 of V7ML Philosophy, Politics and Economics (Tripartite)