

WM9H7-15 International Business Strategy, Analytics and Management

24/25

Department

WMG

Level

Taught Postgraduate Level

Module leader

Di Li

Credit value

15

Module duration

4 weeks

Assessment

100% coursework

Study location

University of Warwick main campus, Coventry

Description

Introductory description

The module will deliver students both theoretical and contemporary knowledge of strategy and strategic management within the modern digital era and international context. Students will study concepts, theories, and principles following a vertical top-to-bottom route to develop a critical and in-depth understanding of business strategy, operations strategy, and performance objectives, as well as the connections among them. In addition, students will also build up the capability of analytics based on various resources and data by employing a series of tools at different strategic levels for decision-making in a business. The module will introduce some emerging technologies within Industry 4.0 and some key aspects that companies would consider during strategic analytics and management, including but not limited to digitalization, sustainability, and customization. Students will have opportunities to apply this knowledge and skills by going through the process of strategy formulation and implementation within international organizations via the in-module exercises. They will be asked to work in a team environment on a project to make the strategic decision on meanwhile develop a strategic plan for embracing the new digital technology in the international case company, to enhance the corporate competitive advantages as well as sustainable operations. The module will adopt various teaching methods and approaches to maximize students' study experience and engagement with both subject knowledge and transferable skills.

Module aims

This module will provide a good foundation and systematic understanding of strategies, strategic management and analytics in international context for students to complete their related degree course study. Through the module, students will gain subject knowledge such as business strategy, operations strategy, performance objectives, strategic analytics and tools, strategy formulation process, strategy implementation practicalities, digital technology, and sustainability, meanwhile develop the ability to apply them in real-world scenarios; Also they will obtain different skills including but not limited to conflict management, debate, decision-making, problem-solving, data collection and resource evaluation, data analysis, effective communication, team collaboration, and time management.

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.

The module will deliver students both theoretical and contemporary knowledge of strategy and strategic management within the modern digital era. It will also train students with analytics principles and skills for decision-making and strategy formulation by employing different models and tools. In addition, students will obtain various transferable skills such as conflict management, problem-solving, resource collection and evaluation, effective communication, and team collaboration during the process of applying knowledge into a practical context through the in-module exercises. The key subject topics covered within the module include (but are not limited to) business strategy, operations strategy, performance objectives, basic supply chain and operations management, business analytics and tools, strategic management, strategy formation and implementation, digital technology and production, Industry 4.0, sustainability, etc.

Learning outcomes

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

- Demonstrate a critical and in-depth interpretation of the concepts, theories, and roles of business strategy, operations strategy, and performance objectives as well as the relationships between them.
- Develop a systematic understanding and capabilities for strategy formulation and implementation in an international business context.
- Establish skills of effective communication internally and externally with different stakeholders.
- Exhibit the ability to collect and conduct analytics based on various data and resources via employing a series of models and tools at different strategic levels for decision-making in practice.
- Critically evaluate business operations and management issues in the digital era, and develop proper strategies with innovative solutions to ensure corporate ongoing success and sustainable operations.

Indicative reading list

Books:

- David, F.R., David, F.R. and David, M.E. (2022) Strategic management: A competitive advantage approach, concepts and cases, 17th edn. Boston: Pearson.
- De Wit, B. and Meyer, R. (2010) Strategy: Process, content, context. 4th edn. Hampshire: South-Western Cengage Learning.
- Finlay, P.N. (2000). Strategic management: An introduction to business and corporate strategy. Harlow: Pearson Education.
- Hitt, M.A., Ireland, R.D., Hoskisson, R.E., and Harrison, J.S. (2023) Strategic management: Competitiveness and globalization: Concepts and cases. 14th edn. Boston, MA, USA: Cengage.
- Lampel, J., Mintzberg, H., Quinn, J.B., and Ghoshal, S. (2014). The strategy process: concepts, contexts, cases. 5th edn. Harlow, England: Pearson.
- Porter, M.E. (2011) Competitive advantage of nations: creating and sustaining superior performance. Simon and Schuster.
- Hill, A. and Hill, T. (2009) Manufacturing strategy: text and cases. 3rd edn. Basingstoke: Palgrave Macmillan.
- Hill, A. and Hill, T. (2018) Operations strategy: design, implementation and delivery. London: Palgrave.
- Slack, N. and Brandon-Jones, A. (2022) Operations Management. 10th edn. Harlow, England: Pearson.
- Slack, N. and Brandon-Jones, A. (2021) Operations and process management: principles and practice for strategic impact. 6th edn. Harlow, England; London; New York: Pearson.
- Slack, N. and Lewis, M. (2023) Operations Strategy. 7th edn. Harlow, United Kingdom: Pearson Education Limited.
- Albright, S. C. and Winston, W. L. (2019) Business analytics: data analysis and decision making. 7th edn. Boston, MA: Cengage Learning.
- Giudici, P. and Figini, S. (2009) Applied data mining for business and industry. 2nd edn. Chichester: Wiley.
- Kunc, M. (2018) Strategic analytics: integrating management science and strategy. Hoboken, NJ: John Wiley & Sons.
- Levenson, A. (2015) Strategic analytics: advancing strategy execution and organizational effectiveness. 1st edn. Oakland, California: Berrett-Koehler Publishers, Inc.
- Sharda, R., Delen, D., and Efraim, T. (2021) Analytics, data science, and artificial intelligence. 11th edn. Harlow, England: Pearson.
- Grzybowska, K., Awasthi, A. and Sawhney, R. (2020) Sustainable Logistics and Production in Industry 4.0. Cham: Springer.
- Morana, J. (2013) Sustainable supply chain management. John Wiley & Sons.
- Ramanathan, R. and Ramanathan, U. eds. (2020) Sustainable Supply Chains: Strategies, Issues, and Models. Cham, Switzerland: Springer.

Journal Papers:

- Porter, M.E. (1985) Technology and Competitive Advantage, *Journal of Business Strategy*, 5 (3): 60-78.
- Porter, M.E. (1997) Competitive strategy. Measuring business excellence. 5(3): 12-17.
- Helfat, C.E. and Martin, J.A., 2015. Dynamic managerial capabilities: Review and assessment of managerial impact on strategic change. *Journal of Management*, 41(5), pp.1281-1312.

International

The nature of the module provides students with knowledge and skills in an international standard. Meanwhile, the module allows students to discuss and application knowledge in the context of international organisations and takes account of intercultural differences and the international diversity of the student body on the degree programmes.

Subject specific skills

Through the module, students will gain subject knowledge such as business strategy, operations strategy, performance objectives, strategy formulation and implementation, analytics, digital technology, sustainability etc. It will also train students with skills in strategic analytics, conflict management, decision-making, data collection, resource evaluation etc.

Transferable skills

Students will obtain transferable skills within the module including but not limited to debate, problem-solving, effective communication, team collaboration, time management, critical thinking and discussion, self-awareness, reflective learning. etc.

Study

Study time

Type	Required
Lectures	6 sessions of 2 hours (8%)
Seminars	9 sessions of 2 hours (12%)
Online learning (independent)	21 sessions of 1 hour (14%)
Private study	39 hours (26%)
Assessment	60 hours (40%)
Total	150 hours

Private study description

Lectures - Lecturing the key contents and knowledge of the module, and will deliver in a synchronous manner.

Seminars - Will deliver in a synchronous manner to allow students to implement the knowledge for practical scenarios.

Private Study and Online Learning (independent) Learning – All the private and independent learning will be conducted in an asynchronous manner. Students will be asked to watch pre-recorded videos for engaging with a series of topics and activities through various online tools. They will also be required to undertake studies of preparatory background reading, case company briefing, and practising relevant platforms and tools that are adopted within the module.

Also, students will use these hours to read/watch the teaching materials, conduct further studies

post lectures, and perform further work needed for on-time completion of in-module exercises; Furthermore, they spend time developing better interpretations of the requirements for both in-module and post-module assessments etc.

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 A1

	Weighting	Study time
Group Presentation	25%	15 hours
It is a 15mins presentation of group work conducted during the in-module exercises, accounting for 25% of the total marks. The presentation will be marked collectively, and tutors may adjust the mark for individuals based on their observations of individuals' contributions as well as the departmental peer adjustment principle.		
Module Assignment	75%	45 hours
This module assignment is a piece of coursework, that accounts for 75% of the total marks. Word count is up to 3000 words includes everything in the main body of the text (including headings, tables, citations, quotes, lists, etc). The assignment details will be released to students at the beginning of the module. The assignment question will be divided into around 3 sub-questions and encourage students to complete part by part along the ongoing of the module. E.g. the first sub-question is expected to be completed by the end of the first week, and students will be reminded regarding their assessment progress.		

Feedback on assessment

In-class debrief of performance on in-module group presentation; Written feedback will be provided in a report for the essay assessment.

Availability

Courses

This module is Core for:

- Year 1 of TWMS-H1S8 Postgraduate International Trade, Strategy and Operations (Full-

time)