

IB91S-15 Strategy Analysis and Practice

26/27

Department

Warwick Business School

Level

Taught Postgraduate Level

Module leader

Juha Uotila

Credit value

15

Module duration

9 weeks

Assessment

20% coursework, 80% exam

Study location

University of Warwick main campus, Coventry

Description

Introductory description

Strategic management is concerned with the commitments, processes, decisions, actions, investments, and choices that relate to how organisations define and achieve their central purposes over the long run. It is about how companies determine their vision and mission, how they prioritize between strategic alternatives, and how such choices are implemented. Strategy necessarily crosses units of analysis since it relates to the success of whole companies, as well as that of their constituent business units, functional departments, and their wider networks. Strategy is also integrative in the sense that successful strategy formulation and implementation involves coordination across the numerous functional and cross-functional domains that comprise most companies. Strategy encompasses numerous themes and elements including strategy process, strategy practice, innovation, leadership, positioning, resourcing and differentiation. Strategy is complex and all-pervasive and it is this complexity that the module is oriented towards.

[Module web page](#)

Module aims

To locate the field of strategy in its historical and academic roots of Social Sciences.

To provide both a foundation for and a critical assessment of theoretical and empirical approaches to Strategy.

To provide frameworks and models for the interrogation and development of strategy in a variety of industries.

To illustrate links between Strategy and Performance

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.

1. Introduction to Strategy
 - A history of the development of the subject
 - Concepts and key definitions
 - Viewing strategy as a systemic framework
2. Analysis for Strategic Decision
 - Industry analysis and competitive strategy
 - Sources of competitive advantage
3. Strategy Analysis
 - The market based view
 - Market segments and strategic groups
 - Competitive strategy
 - Strategic capability
 - Corporate strategy – adding value in multi-business firms
 - Mergers, acquisitions and alliances
 - Global strategies and international advantage
 - The new economy
4. Strategy and Organisation
 - Process analyses for strategic decision making
 - Risk uncertainty and strategy
 - Strategic Change
 - Organisational learning
 - Corporate Governance
 - Measuring and assessing strategic performance
 - Knowledge, innovation and scenarios.

Learning outcomes

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

- Demonstrate a thorough knowledge of mainstream theories, models, and concepts related to Strategy.
- Demonstrate critical analytical skills.

Indicative reading list

[Reading lists can be found in Talis](#)

Subject specific skills

Connect theoretical work with application to business problems and links to corporate performance
Present ideas and support them using empirical and/or theoretical work
Perform in-depth analysis of case studies and academic literature

Transferable skills

Problem solving skills

Study

Study time

Type	Required
Lectures	(0%)
Practical classes	(0%)
Online learning (scheduled sessions)	9 sessions of 1 hour (6%)
Other activity	18 hours (12%)
Private study	51 hours (34%)
Assessment	72 hours (48%)
Total	150 hours

Private study description

Private study to include preparation for lectures and own reading

Other activity description

9 x 2 hrs F2F workshop

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 DA

	Weighting	Study time	Eligible for self-certification
Assessment component			
Group Report 2000 words	20%	14 hours	No

Reassessment component

Individual Assignment Individual Assignment (1000 words)			Yes (extension)
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Assessment component

Centrally-timetabled examination (On-campus) 2 hr exam	80%	58 hours	No
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- Answerbook Pink (12 page)

Reassessment component is the same

Feedback on assessment

Assessments are graded (%) using standard University Postgraduate Marking Criteria. Oral and written feedback is provided relating to the presentation and project. Overall percentage marks are awarded for examination performance and general examination feedback is provided to the cohort.

[Past exam papers for IB91S](#)

Availability

Courses

This module is Core for:

- Year 1 of TIBS-N1F2 Postgraduate Taught Business with Consulting

- Year 1 of TIBS-N1F3 Postgraduate Taught Business with Marketing
- Year 1 of TIBS-N1QG Postgraduate Taught Business with Operations Management
- Year 1 of TIBS-N1F4 Postgraduate Taught International Business (MINT)