

IB9BJ-15 Strategic Thinking: Strategic Evaluation and Analysis

26/27

Department

Warwick Business School

Level

Taught Postgraduate Level

Module leader

Hossam Zeitoun

Credit value

15

Module duration

10 weeks

Assessment

100% coursework

Study location

University of Warwick main campus, Coventry

Description

Introductory description

Strategy is fundamentally concerned with managing the long-term direction of a whole business. This module sets out to understand the difference between strategy at the level of the individual business (or business unit) and at the corporate level. To do this, the module outlines the basic analytical concepts, frameworks and methods used in setting a company's long-term direction. It is distinctive in three ways:

- The way it draws on concepts and techniques from economics and the other subjects mentioned above.
- The way it views strategy from the perspective of strategic decision making.
- The way it combines the analytic foundations for making strategic decisions with the responsibility of general managers to orchestrate the resources of the business in order to achieve sustained, superior performance.

This module helps in this endeavour by providing an integrated approach to business within which one can see the overall strategic intent and the differentiated and distinct contributions that different functions and teams make towards this intent. It helps students to understand how strategic decisions can define the changes a company seeks to make to themselves and their

market.

To note - this module shares the same learning outcomes and syllabus with the Strategic Advantage module for Executive and Distance Learning MBA students. This module represents at extra 5 CATS - this is due to the increased number of case studies used, non-assessed group work for students and slightly longer assessment.

[Module web page](#)

Module aims

This module will expose you to the theory and practice of strategy analysis and strategy development. This will first cover traditional approaches to strategy, and then be enhanced by an in-depth application of strategic tools.

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. What is strategy?
2. Environment/industry analysis
3. Strategic positioning
4. Competing on resources and capabilities
5. Diversification/Internationalisation
6. Competitive analysis
7. Strategic alliances/coopetition
8. Modern strategic approaches (e.g., behavioural strategy; strategy and technology)

Learning outcomes

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

- Demonstrate a comprehensive understanding of the key elements of strategy and strategic advantage for the leadership of individual organisations, balanced against the demands of their industries
- Demonstrate a critical understanding of the multi-dimensional performance criteria for a successful long-term strategy, including both monetary (e.g., growth and profits) and non-monetary (e.g., reputation, sustainability) elements
- Engage critically in how environmental forces influence companies; examples include legal factors, demographics, ethical & social issues and technological changes
- Critically evaluate business strategy and translate this into actionable knowledge

Indicative reading list

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

Subject specific skills

Diagnose and interpret environmental and industrial forces that drive and constrain strategic options for business

Evaluate existing strategies and develop alternate ones contingent on the demands of the organisation and its industry context.

Analyse positioning strategies of firms and evaluate them against the necessary competencies and resources of the organisation.

Transferable skills

Demonstrate developed written communication and numeracy skills.

Demonstrate effective use of information technology.

Demonstrate problem-solving skills

Study

Study time

Type	Required
Lectures	41 sessions of 1 hour (27%)
Private study	64 hours (43%)
Assessment	45 hours (30%)
Total	150 hours

Private study description

Private Study to include preparation for lectures.

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 A3

	Weighting	Study time	Eligible for self-certification
Assessment component			
Individual Assignment	100%	45 hours	Yes (extension)
Reassessment component is the same			

Feedback on assessment

Assessments are graded using standard University Postgraduate Marking Criteria and written feedback is provided. Feedback for individual essays includes comments on a marksheet.

Availability

Post-requisite modules

If you pass this module, you can take:

- IB9T1-10 Strategy and Practice
- IB9SJ-10 Strategy and Practice
- IB9QP-10 Strategy and Practice
- IB819-10 Strategy and Practice
- IB9HB-10 Doing Business in Mexico

Courses

This module is Core for:

- Year 1 of TIBS-N1P2 Postgraduate Taught Business Administration