

MODULE DESCRIPTOR

SECTION A: MODULE DETAILS

Module Title	Strategic Agility													
Short Title	Strat Agility													
Module Code	BM633		Date of First Approval		September 2018									
Responsible Department	Business, Law & Computing		Date of Version		September 2018									
FHEQ Level	Level 6: Honours		Version No.		1									
Credit Value	15 Credits		Expected Length		15 weeks									
Status	Approved		Regime of Delivery		Campus Based									
Semester taught	S1	<input checked="" type="checkbox"/>	S2	<input checked="" type="checkbox"/>	S3	<input type="checkbox"/>	SB	<input type="checkbox"/>	S1A	<input checked="" type="checkbox"/>	S2A	<input checked="" type="checkbox"/>	SBA	<input type="checkbox"/>
	T1	<input type="checkbox"/>	T2	<input type="checkbox"/>	T3	<input type="checkbox"/>	T4	<input type="checkbox"/>	Other	<input type="checkbox"/>	Other	<input type="checkbox"/>	Other	<input type="checkbox"/>

SECTION B: MODULE DESCRIPTION

Brief Description
<p>This module develops a practical understanding of how leaders and senior management make decisions about the strategy and direction their organisation should follow. The students will select a real organisation and, as a group, undertake and present a formative environmental analysis of that organisation followed by an individual summative assessment.</p> <p>The focus of the learning will be to develop critical awareness of the speed of modern business and the rapid changes that occur within the global business environment that require strategic and organizational agility to adapt and respond.</p> <p>They will exercise critical judgement to identify critical factors in the external and internal environment affecting that organisation. Individually, students will then develop alternative strategic choices for that organisation, they will evaluate those choices and recommend an appropriate strategy, justified by key elements of the environmental analysis.</p>

Indicative Content
<ul style="list-style-type: none"> • How organisations develop and choose appropriate strategies. • Analyse and evaluate the dynamic nature of strategic activities within various industries and or business/business units. • Examine the concept of strategic agility within strategic planning and business operations. • Analysis and presentation of the external environment and strategic capability of the chosen organisation including identification of competitive advantage and the application of academic frameworks such as VUCA analysis, Dynamic Capabilities analysis, Design Thinking, • Knowledge of how to apply appropriate academic frameworks such as Creating Shared Value strategies, Blue Ocean Strategies, Platform Strategies, and Merger & Acquisition, Re-shoring and Supply Chains to develop well justified strategic options for a specific organisation. • How to evaluate the strategic options using an appropriate academic framework, such as the SAFe analysis and make a justified recommendation of the preferred strategy.

SECTION C: MODULE OUTCOMES

On successful completion of the module, the student will be able to:	
1.	Analyse the external environment of an organisation and justify critical opportunities and threats appropriate to that organisation.
2.	Analyse the strategic capability of an organisation and justify critical strengths and weaknesses linked to competitive advantage.
3.	Develop suitable strategic choices for an organisation.
4.	Evaluate strategic choices for an organisation, referring back to previous analysis in 1 and 2.
5.	Recommend and justify an appropriate strategic choice for an organisation.

Key Skills Matrix		
	<i>Developed</i>	<i>Assessed</i>
Information Acquisition	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Critical thinking, analysis and synthesis	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Self-reflection	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Communication Skills: Oral	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Communication Skills: Written	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Information & Communications Technology (ICT)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Numeracy & Quantitative Skills	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Problem Solving & Decision Making	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Independent & Self-managed Learning	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Working with Others	<input checked="" type="checkbox"/>	<input type="checkbox"/>

SECTION D: MODULE STRATEGY

Employability / Career Development Statement
<p>The students will develop an insight into how organisations operate at a strategic level, and will be assessed on how to develop an appropriate strategy. This will open up the consideration of a different area of business employment. This module will also require the students to relate their academic learning to a real organisation and develop an in-depth understanding of the challenges that the organisation faces and their strengths and weaknesses in meeting those challenges. The students will work co-operatively within a team to develop a group presentation. The students will recognise the skills and knowledge required to work at a strategic level with an organisation, including the ability to work with long range projections and the uncertainty that this provides.</p>
<p>Effective teamwork is required for the group presentation whilst independent working is necessary for the assignment report. Creativity is also developed and assessed in developing appropriate, novel, strategic options. The group presentation requires effective collaborative working in a varied group of students across different programmes, with different perspectives, developing emotional intelligence.</p>
<p>The students will develop reflective skills by recognising different individual perspectives required for effective team working on the group presentation. Stakeholder analysis will also reinforce the need to consider diverse perspectives of different groups of people on their expectations of an organisation. Through this module students should develop increased self-confidence through their ability to perform well in the area of Strategy, an area that is generally perceived as difficult, complex and the preserve of highly intelligent specialists.</p>

Learning & Teaching Strategy

The module uses a combination of lectures and seminars, reinforced by personal study undertaken by the students to achieve the learning outcomes of the course. There will be a 1 ½ hour lecture during which the students will be introduced to topics relevant to the course. This will be followed by a 1 ½ hour seminar where the students are encouraged to participate in an interactive discussion on the topics introduced in the earlier lecture.

Seminars will be interactive, case study and exercise-based with no lecturing. These are designed to develop the analytical, communication and critical thinking skills required for a degree level course. As the seminars are interactive sessions, the students are expected to familiarise themselves with relevant discussion topics, well in advance, to ensure a fair and meaningful contribution from each student. Lecture notes and PowerPoint slides will be made available on the Black Board in advance to facilitate such familiarisation.

Assessment Strategy

PR1 FORMATIVE: A presentation will be used to assess the analysis of an organisation's environment and internal capability. The presentation will be made as a group formed into Action Learning Sets, ALS, in order to develop skills in integrating different analytical perspectives into one consistent integrated presentation.

CW1 SUMMATIVE: An individual assignment report will be used to assess the ability of the students to develop novel strategic options and evaluate them, making reference to the prior analysis. This assessment method is used to develop and assess independent working and critical thinking to evaluate the strategic choices available to an organisation. The report will also require the students to recommend and justify an appropriate strategy based on earlier analysis.

SECTION E: SCHEDULED LEARNING AND TEACHING**Notional Hours**

1 Credit is equivalent to 10 notional learning hours (30 credits = 300 learning hours). All hours should be calculated based on what an individual student might be expected to receive.

<i>Category (Please refer to QAA Guidance in completing this section)</i>	<i>Total Hours</i>
Scheduled Learning and Teaching Activities (SLTA)	
Lectures (incl. virtual and face to face contact)	22.5
Seminars (incl. virtual and face to face contact)	22.5
Tutorials – per individual student (incl. virtual and face to face contact)	
Project supervision (incl. virtual and face to face contact)	
Demonstration (incl. virtual and face to face contact)	
Practical classes and workshops	
Supervised time in studio/workshop/rehearsal space	
Fieldwork, e.g. survey work, data collection	
External visits, e.g. visits to sites, museums or collections	
Sub-total: SLTA	45
PLUS Guided Independent Study (GIS)	105
PLUS Placements / Study Abroad / Work based Learning	
TOTAL (Sub-total of SLTA plus GIS, plus Placements)	150

SECTION F: ASSESSMENTS

Summative Assessment Regime				
ID	KIS Category/Activity Type & Brief Description (Please refer to: QAA Guidance in completing this section)	Learning Outcomes Assessed	Weighting % or P/F	Indicative Week No.
CW1	Coursework: Report: Individual Report 2000 words.	1-5	100%	15
Module Pass Requirements: Standard Regs apply				

SECTION G: ACADEMIC RESOURCES

Key Texts
<ul style="list-style-type: none"> Johnson, G., Scholes, G. and Whittington, R. (2017) <i>Exploring corporate strategy</i>. 11th ed. Harlow: Pearson Education. David, R.D. (2013) <i>Strategic Management: concepts and cases</i>. 14th ed. Harlow: Pearson Education.
Journals (including e-Journals)
<ul style="list-style-type: none"> The Harvard Business Review Journal of Strategic Management Financial Times
Databases
<ul style="list-style-type: none"> Proquest Emerald ScienceDirect
Websites
<ul style="list-style-type: none"> Times 100: http://businesscasestudies.co.uk London Business School Business Strategy review: http://bsr.london.edu/home/index.html

© 2017 Buckinghamshire New University