

**UNIVERSITY OF THE WEST OF SCOTLAND**

**SCHOOL OF BUSINESS AND ENTERPRISE**

**STRATEGIC THINKING AND VALUE MANAGEMENT**

**BUSN 11095**

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~~This is the latest edition of the module handbook in effect since 21/11/2016 for cohorts that start on or after the date. If The document has track changes made to the previous edition version.~~

## **1. AIMS AND LEARNING OUTCOMES**

### **Aims**

The module aims to equip students with theories and critical thinking in strategic management and to develop the skills necessary to make judgements and proposals for present and future value creation in contemporary business. Areas covered in the module include theoretical background and human factors of strategic thinking and value management, such as resource-based view, agency theory, corporate strategy and ethics, global strategic management, performance management, and systems thinking. The required readings in this module expose students to a broad range of strategic management issues and research insights, providing a foundation for their on-going journey through their strategic thinking and value management.

### **Learning Outcomes**

At the end of this module, you should be able to:

1. Demonstrate a critical and leading knowledge of the history and scope of strategic management theories that characterise academic research;
2. Analyse and synthesise value creation and theoretical discourses and discriminate these to create an independent approach for direct application to the problem or opportunity in organisational context;
3. Apply theories to interpret practical phenomena analytically; and
4. Achieve insight through personal practice reflection to lead new strategic initiatives under conditions of complexity and organisational uncertainty.

## **2. TEACHING METHODS**

The module will be taught primarily in a workshop format, combining formal lectures with seminars. A variety of participative teaching methods will be used to enable students to develop their knowledge and understanding of strategic thinking and value management. It is expected

that students will participate fully during classes and contribute towards class discussion and debate.

### **Module Review**

Various opportunities are given for student feedback on the module. If you have any problems please raise them, in the first instance, with the module coordinator.

## **3. TAUGHT PROGRAMME**

The module will cover a series of topics related to strategic thinking and value management with the aim of ensuring that the learning outcomes for the module are met. Each week a specific topic will be covered in class. Details of workshop tasks will be provided on a week-by-week basis in class and via the module's web page on Moodle.

**Class Programme** (This is a recommendation.)

Part one. Theoretical Background (Weeks 1 to 3)

Part two. Strategy Types (Weeks 4 to 5)

Part three: Human Factors (Weeks 6 to 8)

Part four: Value Management (Weeks 9 to 12)

## **4. ASSESSMENT**

The assessment has two components. To pass the module, you must obtain at least 50% overall and at least 40% in each of the component.

### **Component 1 – Written Assessment**

Individual written coursework accounts for 60% of the overall mark. This individual assessment must be submitted online to Turnitin by the deadline. Extensions will only be given for reason of illness. In all cases a medical certificate/letter signed by a doctor must be submitted. Marks will be deducted for late submission of work without permission, according to the University

regulations. The format of the manuscript should follow the Manuscript Style Guide. ~~The maximum file size is 5 MB.~~ Only one submission is accepted. The grades shown in Turnitin are NOT final. The final grades in Banner are the only grades that are valid.

You are required to write a research essay, structured along the following lines:

- Introduction. A short section outlining the business phenomenon that you intend to focus on. You need to explain why, in general, you think the area is important within the context of strategic thinking and value management;
- Literature review. A review of the literature in relation to your chosen area and the business phenomenon;
- Theoretical analysis. A critical analysis, focusing on explaining the business phenomenon using the theoretical perspectives in the literature you reviewed; and
- Conclusion. Summarizing your work, explaining the limitations of the theoretical perspectives in explaining the business phenomenon.

### **Component 2 – Oral Assessment**

Individual presentation accounts for 40% of the overall mark. The slides or materials used for this individual assessment need to be submitted online to Turnitin by the same deadline of Component 1.

You will make a presentation, based on your ideas of the individual written coursework. The individual presentation is an opportunity to present your ideas to your lecturer and/or peers to receive their feedback on your individual written coursework.

The presentation should be completed within ten minutes, including questions and answers. You will set out:

- The business phenomenon that interests you and explain why, in general, you think that it is important;
- A summary of the literature that could be used to explain the business phenomenon;

- A plan how you use theoretical perspectives in the literature to analyse the business phenomenon.

Individual presentations generally take place in class during Weeks 10 to 12. Your lecturer will arrange the schedule.

## 5. READINGS

Students are strongly recommended to consult the reading lists for each topic on the module's web page on Moodle.

For an introduction to strategic management, please refer to the following authors (any edition will work):

Grant, 2013. *Contemporary Strategy Analysis*. Wiley.

Hitt, Ireland, & Hoskisson, 2005. *Strategic Management: Competitiveness and Globalization*. Thomson.

Rothaermel, 2015. *Strategic Management*. McGraw-Hill Education.

For an advanced understanding of strategic management, please refer to:

Freeman, R. E., Harrison, J. S., & Hitt, M. A. 2001. *The Blackwell Handbook of Strategic Management*: John Wiley & Sons.

Academic journals, e.g., *Academy of Management Journal*, *Academy of Management Review*, *Administrative Science Quarterly*, *Organization Science*, *Strategic Management Journal*.

Practitioner outlets, e.g., *Harvard Business Review*, *California Management Review*.

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