

1. **Title of the module**

Contemporary Strategy

2. **School or partner institution which will be responsible for management of the module**

Pearson College London

3. **The level of the module (Level 4, Level 5, Level 6 or Level 7)**

Level 7

4. **The number of credits and the ECTS value which the module represents**

30 credits / 15 ECTS

5. **Which term(s) the module is to be taught in (or other teaching pattern)**

Autumn, Spring, Summer

6. **Prerequisite and co-requisite modules**

Adding Organisational Value 1: Techniques

7. **The programmes of study to which the module contributes**

MA Business and Management

8. **The intended subject specific learning outcomes.**

On successfully completing the module students will be able to:

8.1) Demonstrate a systematic knowledge understanding of the pervasive and emerging issues in strategy and enterprise innovation, and the influence they have at strategic and tactical levels in organisations.

8.2) Develop a conceptual understanding of strategy in practice so as to be able to critically analyse and solve complex and ambiguous problems and identify opportunities for business.

8.3) Propose sustainable, ethical innovative solutions to complex issues with consideration of risk, technological resource, marketing strategy, ethics and professional judgement.

8.4) Address structured and unstructured business issues both systematically and creatively, considering the use of existing and emerging technologies

8.5) Critically evaluate strategic choices using decision-making techniques.

8.6) Develop and critically evaluate potential solutions to opportunities using processes and tools used by leading innovative companies.

9. **The intended generic learning outcomes.**

On successfully completing the module students will be able to:

9.1) demonstrate the exercise of initiative and personal responsibility.

9.2) demonstrate the ability to make complex decisions and recommendations in a professional environment.

10. **A synopsis of the curriculum**

Aims of the module:

This module will enable learners to develop a broad understanding of strategic thinking which brings together many of the elements of a successful organisation. A core strand of contemporary strategy is innovation, particularly in a digital context, and this module will help enable learners to understand and apply innovation methodology to specific organisations.

Overview of syllabus:

This module will bring together established and emerging strategic thinking with the latest practice and thinking in innovation.

The module will explore contemporary strategic thinking and the role that innovation has played in the success of high growth organisations. Significant corporate failures since the credit crisis will also be analysed. The course will also cover core aspects of the innovation process before building to current techniques.

Overview of the syllabus:

- Strategy: corporate purpose, strategic position of and future outlook for an organisation, the internal resources, capabilities and competences of an organisation, strategic choices, blue ocean strategy, deliberate and emergent strategies, digital era strategies.
- Creating shared value
- Design thinking (cradle to cradle, lifecycle assessment, dematerialisation, user centred design)
- Corporate social responsibility
- Future skills and automation
- Strategic collaboration and partnerships
- Strategic innovation
- UK intellectual property law and protecting your innovation
- Contemporary innovation techniques
- Scalability
- Strategic and innovation appraisal
- Industry and company case studies

11. Reading list (Indicative list, current at time of publication. Reading lists will be published annually)

- Johnson, Scholes & Whittington, "Exploring Corporate Strategy", Pearson (Latest edition)
- Grant (2016) "Contemporary Strategy Analysis (9th Ed), Wiley
- Prahalad, C. K. *The Fortune at the Bottom of the Pyramid : Eradicating Poverty through Profits.* Upper Saddle River, N.J. :Wharton School Pub., 2010.
- Strategic Management Journal, Wiley
- Ashton (2015) "How to fly a horse: the secret history of creation, invention and discovery" Doubleday books

12. Learning and teaching methods

This module will be taught by means of lectures, interactive seminars, with a work-based project sandwiched in between classes. Taught classes will focus on knowledge application in a workplace setting.

Lectures, seminars and background reading will provide an opportunity for learners to:

- 1.) gain the necessary theoretical knowledge and frameworks; and
- 2.) applying knowledge and techniques within a real world context

Independent learning hours will include reading assigned materials, reflection, and preparing for class discussion, preparing individual assignments, and preparing workplace project presentation.

Mentored work-based project:

The work-based project for this module will take place over a minimum of 4 weeks in a workplace setting under regular mentorship from the module tutor. It will take place after the third day of class tuition and before the final two days of tuition.

During this project learners will carry out:

- i) a strategic review exercise for a specific organisation, or part of an organisation; and
- ii) an innovation exercise for the same organisation

In the case of students who are working with a start-up organisation this could take the form of a comprehensive business plan. Each project will be bespoke to the individual and their chosen organisation but will include the following elements:

- A detailed assessment of current strategy and/or an evaluation of future strategic options for an organisation or part of an organisation.
- A project that enables innovative processes to take place within an organisation

Typical course structure

Day	Synchronous format	Blended format	Summary
Day 1	Lectures and interactive seminars	3 hours asynchronous learning Synchronous interactive seminars	Strategic theory and practice Case study analysis
Day 2	Lectures and interactive seminars	3 hours asynchronous learning Synchronous interactive seminars	CSR, shared value and sustainable practice Strategic innovation
Day 3	Lectures and interactive seminars	1 hour asynchronous learning Synchronous interactive seminars	Innovation processes IP law / protecting your innovation
4-6 weeks	Workplace project	Workplace project	Regular scheduled meetings with teacher/coach/mentor/peer during this period
Day 4	Interactive seminars and peer discussion / feedback	Synchronous interactive seminars and peer discussion / feedback	Peer to peer presentation and reflection on the work-based project Strategic appraisal Strategic collaboration
Day 5	Lectures and interactive seminars and group sessions.	Synchronous interactive seminars and group sessions.	Scalable processes Future skills and automation Group case study followed by group summative assessment

Summary of hours:

MODULE SPECIFICATION

Lectures, interactive seminars and peer discussion	35 hours
Independent study and assessment	223 hours
Workplace project	42 hours
Total	300 hours

Module	Total taught hours	Synchronous taught hours under face to face and live online modes	Synchronous : asynchronous taught hours under blended mode
Contemporary Strategy	35 hours	35 hours	28 hours:7 hours

13. Assessment methods

13.1 Main assessment methods

The assignments aim to help students reflect on how they applied the knowledge learned in the course in a workplace context and create plans for their development as leaders and managers.

This module will be assessed by:

- 8 minutes in class presentation based on work-based project (25% of overall mark)
- *15 minute in class group presentation based on case study provided on the same day (25% of overall mark)
- 2,500 word strategic review assignment on a given organisation (50% of overall mark)

*Group project will be evaluated via a presentation by a team based on a case study provided on the same day, the final day of tuition. Learners will review the case study in the class with a tutor and/or industry expert acting as the client. Groups (maximum of 5 per team) will then be given 2 hours to prepare a 15 minute consultancy style presentation based on the case study before the groups present to the client.

13.2 Reassessment methods

14. **Map of module learning outcomes (sections 8 & 9) to learning and teaching methods (section 12) and methods of assessment (section 13)**

Module learning outcome		8.1	8.2	8.3	8.4	8.5	8.6	9.1	9.2
Learning/ teaching method	Hours allocated								
Private Study									
<i>Lectures and interactive seminars</i>	35	x	x	x	x	x	x		x
<i>Individual study</i>	223	x	x	x	x	x	x	x	x
<i>Work-based project</i>	42		x	x			x	x	x
Assessment method									
<i>Individual workplace project presentation (in class)</i>		x	x					x	x
<i>Strategic review assignment (2,500 words)</i>		x		x	x	x			
<i>Group presentation based on case study</i>		x					x	x	x

15. **Inclusive module design**

The Collaborative Partner recognises and has embedded the expectations of current equality legislation, by ensuring that the module is as accessible as possible by design. Additional alternative arrangements for students with Inclusive Learning Plans (ILPs)/ declared disabilities will be made on an individual basis, in consultation with the relevant policies and support services.

The inclusive practices in the guidance (see Annex B Appendix A) have been considered in order to support all students in the following areas:

- a) Accessible resources and curriculum
- b) Learning, teaching and assessment methods

16. **Campus(es) or centre(s) where module will be delivered**

Pearson College London premises and external organisations for work-based projects

17. **Internationalisation**

By the very nature of the topics included in this module, a theme of internationalisation runs throughout. This includes the core topics within the module of strategy and innovation, both of which are inherently linked to internationalisation.

MODULE SPECIFICATION

If the module is part of a programme in a Partner College or Validated Institution, please complete sections 18 and 19. If the module is not part of a programme in a Partner College or Validated Institution these sections can be deleted.

18. **Partner College/Validated Institution**

Pearson College London

19. **University School responsible for the programme**

School of Business

FACULTIES SUPPORT OFFICE USE ONLY

Revision record – all revisions must be recorded in the grid and full details of the change retained in the appropriate committee records.

Date approved	Major/minor revision	Start date of the delivery of revised version	Section revised	Impacts PLOs (Q6&7 cover sheet)