

ROYAL AGRICULTURAL COLLEGE MODULAR SCHEME

Sheet updated: February 2011

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| Module Code 4090 | Module Title Business Strategy | Module Leader Dr Federico Topolansky |
| School which owns module | School of Business | |
| Programme(s) to which module belongs | MA Business Management (core) | |
| Module Level 7 | Module Credits 15 | Pre-Requisites None |
| Minimum Study Time 150 hours | Contact Hours within Study Time 40 | Teaching Period October to May |
| <p>Module Content</p> <p>This module seeks to offer a detailed view of the way in which business and not-for-profit organisations in these sectors create a planned future for their operations, and the consequences of a failure so to do. The module centres round a number of case studies, supported by tutor-led seminar/lecture inputs. Detailed course content includes the following key elements: business planning and the nature of strategic change; corporate purpose, mission and objectives; business environmental appraisal; concepts of 'fit' and 'stretch'; auditing resources; creating and sustaining competitive advantage; corporate structure, power and cultural influences; making strategic choices for growth and decline; implementing change.</p> | | |
| <p>Module Outcomes</p> <p>To achieve credit for this module, students must be able to:</p> <ol style="list-style-type: none"> 1. Provide expert analysis of trends in the external environment and identify implications for decision makers; (A1)(B2) 2. Compile a resource audit and an analysis of an organisation's key sources of competitive advantage; (B1) 3. Create a range of feasible strategic options and make recommendations between them; (A1)(B3) 4. Analyse options for the implementation of strategic decisions, and provide both an oral and written defence of their recommendations; (D4) 5. Assess the practical implications of corporate power and modifications in legal and organisational structures for effective decision-making by senior management. (A1)(C5) | | |
| Assessment | Description | Weighting |
| Coursework | A research project analysing the establishment or further development of a real business entity | 50% |
| Examination | 3 hour | 50% |

Key Texts:

Students should be familiar with the content of at least one of the following:

Grant, R.M. (2010). *Contemporary Strategic Analysis*. (7th edition). Blackwell.

Johnson, G., Scholes, K. and Whittington, R. (2008). *Exploring Corporate Strategy*. (8th edition). F.T. Prentice Hall.

Stacey, R.D. (2007). *Strategic Management and Organisational Dynamics: The Challenge of Complexity to Ways of Thinking About Organisations*. (5th edition). Pearson Education.