

**Kingston**  
Business  
School

# **Business Student Handbook**

June 2015

**Kingston University** London  
**Faculty of Business**

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## **INTRODUCTION SESSION AT AVENTIS SCHOOL OF MANAGEMENT**

Before you start your course, you will be invited to attend an Enrolment session followed by Welcome and Introduction sessions at Aventis. These will include an overview of your course and module selections, an introduction to the university email system and StudySpace and other student services available to you. It will also give you the opportunity to get to know your course team and fellow students.

### **The First Week And Beyond**

You must attend your course from the very first day. The first week is extremely important for new students as it provides you with a valuable opportunity to orientate yourself and to make new friends. During this time, you will be given information required for successful study with Aventis and Kingston University: there will be lectures, presentations and activities to help introduce you to university life, your degree course and to each other.

During the first day of class, you will be given a Course Syllabus for each of your core modules. This will detail information about the module including the teaching schedule and assessment details. It is useful to look at the assessment details early on so that you can plan your work in advance. Sample details of the core modules for Kingston University programme offered through Aventis can be found at the end of this handbook.

When you get your course timetable, you will notice that the vast majority of your time will not be spent in class sessions. Please remember that this is a part time course and that you are expected to do your own independent learning outside of class contact hours. It is expected that you will spend between 35 and 40 hours per week on your study for each module, of which at least 50 per cent will be independent study. Obviously, how you manage your time and organise your independent learning outside of contact hours is up to you but do not be tempted to omit the independent study.

### **Text Books And Pre-Reading**

Many students feel that they would like to get started on their reading before the semester begins. It is advised that, rather than getting the course text books, you do the following to help prepare for your course:

- Either continue, or get into the habit of, reading a serious newspaper and following news and current affairs programmes on the radio or television. You will find a number of your subjects easier if your general knowledge is sound.
- Take any opportunity to advance your computer abilities. You will need to be capable of word-processing your work and using spreadsheets.

## WELCOME TO KINGSTON BUSINESS SCHOOL

Kingston Business School has a long, rich history and today is one of the leading institutions for the provision of business and management courses. Our portfolio extends across numerous areas including accounting and finance, human resource management, marketing and also includes our flagship Kingston MBA programme.

At Kingston Business School our aim is to provide you with a modern stimulating business education, balanced between academic theory and practical applications. Our Business and Management programmes have been designed for students who wish to gain a broad business education that will equip them for a wide variety of professional business and general management positions, with the opportunity to specialise in a number of functional areas. Through all of our programmes, Kingston Business School aims to help students develop into independent minded individuals who can apply theoretical concepts, provide reasoned arguments in debate and apply their learning to the outside world.

## THE STRUCTURE OF DEGREE COURSES

Kingston University, in common with most UK universities, has a modular approach to the design of degree courses. This means that each degree course consists of a number of individual study units (modules) at each level of study<sup>1</sup>. The same modules can be studied on different degree courses, but the overall configuration of modules is different for each course. Each degree course has a Programme Specification which is designed by the Course Directors in discussion with the senior faculty managers — Faculty Management Group (FMG), led by the Dean. The Programme Specification for your degree will be available on StudySpace, and should be read in conjunction with this Handbook.

The successful completion of each module means you will be awarded credit (the full technical term for this is Credit Accumulation and Transfer Scheme (CATS) points). Each year, or level, you must achieve 120 CATS points before you can progress to the next level. To be awarded an honours degree you must achieve a total of 360 points (there are intermediary awards, such as Pass Degree, if you do not achieve this). The level of the degree you are awarded (that is, First Class, Upper Second, etc.), will be dependent upon the marks you achieve in your second and final year modules.

You will be joining a Kingston University course in the final year only and therefore will already have achieved the equivalent of two years of HE study, ie: 240 CATS points. In the final year top-up programme, you will take four modules which total a further 120 CATS points, giving you the required points to achieve your honours degree.

### EXTERNAL EXAMINERS

To ensure that there is consistency in the level being assessed across different universities, and that the process within each institution is fair and correctly administered, there is a system of External Examiners to monitor and advise the delivery of degrees —from the design of the courses through to the agreement of marks and degree awards. External Examiners come from other Universities, or professional bodies.

External examiners play a part in the assessment scrutiny and they also examine moderated assessments. They are members of the Module Assessment Boards (MABs) and Programme Assessment Boards (PABs) to ensure that regulations are correctly and fairly applied to all students. For more information about External Examiners please see Appendix 3.

<sup>1</sup>Year 1 = Level Four, Year 2 = Level Five, Year 3 = Level Six.

## ASSESSMENT

### WHAT ARE MABS AND PABS?

Module Assessment Boards (MABs) and Programme Assessment Boards (PABs) are key stages in the assessment process after your assessments have been completed and marked.

There are four departments/schools within the Faculty of Business and Law responsible for developing and delivering modules within their area of knowledge and expertise. These are:

- Department of Accounting, Finance and Informatics
- Department of Management
- Department of Strategy, Marketing and Innovation
- Law School

Each module is managed by a Module Leader at Kingston University who is responsible for the delivery of the module including setting the assessment (exams and assignments). Each module has a Module Descriptor that specifies the aims of the module, the learning outcomes and how these will be assessed. When the assessment has been written it will be subject to scrutiny by other members of the department to ensure that the assessment is clear and contains no mistakes, that it is consistent with the module learning outcomes, and that it is of an appropriate level.

After marking has been completed a sample of the assessments will be moderated to ensure that the marking is fair and consistent, this is particularly important when a number of different markers have been involved. Adjustments to the marks may be made at this stage to ensure consistency is achieved.

At the end of each academic year, each department holds a Module Assessment Board (MAB) to consider and confirm students' individual module results. Any marks you receive during the year, for example for semester one modules, should be regarded as provisional until the MAB has confirmed the results.

Student module marks are then passed to the Programme Assessment Board (PAB). At the PAB, the Course Directors consider the overall performance of each individual student. Decisions about progression to the next level, compensation, reassessment and degree classification are made by the PAB in accordance with the Undergraduate Modular Scheme (UMS) Regulations which can be found on My Kingston: <https://mykingston.kingston.ac.uk/myuni/academicregulations/Pages/undergraduate.aspx>

### **Direct Entrant Honors Bachelors**

A student will be considered for an award on completion of at least 120 credits at level 6 or above. The calculation of the honors classification will be determined using the average percentage mark in the best 105 credits at Level 6 or above within the following framework:

- |                                  |                            |
|----------------------------------|----------------------------|
| • An overall result of 70 – 100% | First Class honours        |
| • An overall result of 60 – 69%  | Upper Second Class honours |
| • An overall result of 50 – 59%  | Lower Second Class honours |
| • An overall result of 40 – 49%  | Third Class honours        |

Students who fail to achieve the honours threshold may be awarded an unclassified Bachelors Degree if they achieve at least 60 credits at level 6 or above.

## ASSESSMENT: KEY POINTS

- Each module is subject to assessment in accordance with the University Undergraduate Modular Scheme Assessment Policy:
- There are a variety of different ways that you can be assessed, e.g. written assignments, presentations, tests, examinations, group and individual work.
- You should read the assessment requirements in your module handbooks at an early stage and make a note of the submission dates in order to plan your time.
- All assignments must be correctly referenced using the Harvard referencing system. A guide to referencing is available on the last page of this booklet.
- **Submission deadlines are shown in the respective module handbook. Assignments which are submitted late but within 7 days of the submission deadline will be capped at 40%. Assignments submitted after 7 days will be treated as non submissions and given a mark of 0% (FO). Please note, there is no 7-day grace period for retake assessments.**
- Unless clearly stated in your module handbook, all written coursework must be submitted both as a hard copy to your course administrator and electronically through the appropriate module site in StudySpace. Assignments that are emailed to members of staff will not be accepted.
- Assignment front sheets must be completed and submitted with each hard copy coursework. For group work, if all members have contributed equally, there is no need to record contribution levels as this will be assumed. If, however, there has been an unequal distribution of work, the proportion of work completed by each group member should be recorded. Groups who have identified unequal contributions from group members will need to speak to the Module Leader prior to the submission of the work to discuss the work that each student contributed.
- To pass a module you need to achieve at least 40% overall. Additionally, some financial modules may also require you to achieve a minimum mark/grade in each major category of assessment. You should always consult your Module Handbooks for module specific information.
- You should make every effort to pass all modules on the first attempt. **Any module that is retaken or repeated, without mitigating circumstances, will be capped at 40%.** You should also consider how employers will view your application if you have had to be reassessed in any module.

## WHAT IS EXPECTED OF STUDENTS

It is your responsibility to keep up-to-date with important information that we make available to you. This includes reading the module handbooks provided at the start of each module, reading emails we send to your **University Email Address** and regularly checking StudySpace for key announcements the University.

We expect you to attend all the appropriate teaching sessions for your course and to take notes, prepare for the class sessions by undertaking any exercises or tasks that are required of you and supplement the class sessions with independent reading. Each standard 30-credit module you are studying should be accompanied by approximately 300 hours of work including class contact time and independent study.

Furthermore, when you are attending class sessions, you are expected to be courteous and to participate at appropriate times. This means that you:

- arrive promptly for classes
- turn your mobile phone off
- are prepared to contribute to class discussions
- are quiet in the vicinity of examinations, classrooms and offices

## **SCHOOL FEES/INSTALMENT PAYMENT**

All students are responsible for the payment of their school fees and charges irrespective of whether they are being sponsored in part, or full, by a third party. If the sponsor fails to pay then the student will be liable for the amount due.

You are obliged to pay your instalment payment according to the payment schedule shown in your PEI-student contract.

## **Unpaid Fees and Charges**

If any proportion of your tuition fees and charges remain unpaid after the due date relevant to your chosen method of payment, you will be deemed to be in **Poor Financial Standing** (Academic) with the University. In all cases of Poor Financial Standing, you **may also be suspended** from your course until the debt is cleared in full.

## **ABSENCE FROM CLASS**

You need to attend all classes for each module. There is a clear correlation between those who do not attend and those who fail. In some modules, the assessment methods make it very difficult to pass or achieve a good mark without attending. Lecturers will be taking registers of attendance.

If you are absent from class for medical or other reasons, you should inform your course administrator and, if necessary, supply documentation to cover your absence, e.g. a sickness certificate from your doctor. Once you return you should make sure that you seek any necessary assistance from tutors and fellow students in making up the missed work. Should you be persistently absent from the course, you may be denied reassessment in the event of failure and your registration with the University may be terminated.

## **COURSEWORK**

If you have unforeseen circumstances which affect your ability to complete an assignment on time, you may ask for an extension by submitting an extension request form to your course administrator prior to the assessment deadline. You will need to provide evidence of the circumstances and their effect on you e.g. doctor's note, death certificate. You are unlikely to be given an extension for traffic problems, computer/printer problems, uncertified illness or financial problems. You are expected to factor in any short disruption to your work within your planning and time management. If you are ill for a longer period, then you will be required to support this with a doctor's note.

Where an individual member of a group has mitigating circumstances, these will not be accepted for the whole group, but will only be considered for the individual member if the mitigating circumstances create a long disruption to their potential to contribute. Experience of early mitigating circumstances or absence should be factored into the group planning and mitigating circumstances experienced at the end of the period should have little impact if the group has organised its time correctly.

## **GROUP WORK**

Group work is an important element of your degree programme as it will help develop various team skills which will help you in your future careers. Each individual group member is responsible for the whole of the assessment and it is important that you work as a team and that you are aware of what all the other group members are doing.

Organisation is key to successful group working. You must arrange and attend regular meetings, keep minutes of all the meetings, make notes on what each group member has agreed to complete, and monitor all contributions to ensure they are correctly referenced - this is particularly important for making sure you do not commit to academic misconduct (please refer to the section on Academic Misconduct for more information).

## **EXAMINATIONS AND TESTS**

It is your responsibility to know where and when your exams are taking place. The timetables will be available in your Course Syllabus which will be distributed to you on the first day of class. You should arrive early to exams, making sure that you have everything you need. If you are delayed, you should telephone your course administrator. If you are more than 30 minutes late, you will not be allowed to enter the examination room.

If you have mitigating circumstances for a test or exam, you should not attend the assessment but instead submit a mitigating circumstances form, available from your Course Administrator or from StudySpace. You must also supply evidence e.g. doctor's note. By attending an exam/test, you are deemed to be declaring yourself fit and able, and the assessment boards will not normally consider mitigating circumstances for exams/tests you have attended.

You should only miss exams/tests if your performance would be severely affected and you have the documentary evidence supporting this. If your mitigating circumstances are rejected, non-attendance will result in a grade of F0.

## **MITIGATING CIRCUMSTANCES**

Mitigating circumstances are those unexpected and unplanned circumstances that have an adverse effect on your performance in assessments and attendance at examinations. The university policy on mitigating circumstances can be found on My Kingston:

<https://mykingston.kingston.ac.uk/myuni/academicregulations/Pages/mitigation.aspx>

## **ACADEMIC MISCONDUCT**

The University views academic misconduct (that is, attempting to gain an unfair advantage in assessments or to aid another to gain such an advantage) very seriously. In examinations, the main examples of academic misconduct are taking unauthorised material into examinations, obtaining an advanced copy of an 'unseen' examination paper, unauthorised communication during an examination (including telephone), copying from another candidate, and impersonating another candidate. In coursework, the main types of academic misconduct are plagiarism, presenting the work of another (including another student) as one's own, presenting work done by a group as if it were done by an individual or another group, and falsifying data. Other forms of academic misconduct are possible and these examples should not be taken as exhaustive.



Please ensure that you understand what may amount to academic misconduct; these are not confined to the types of behaviour commonly thought of as cheating and every year we have instances of students who unwittingly put themselves at risk of, at the least, failure in a module and, at the worst, removal from the course. You should be particularly vigilant in group work as the whole group will be responsible for the submitted assignment, including any academic misconduct or plagiarism it may contain. It is, therefore, important that you know what the other members of your group are doing.

More information on academic misconduct, particularly plagiarism and how to avoid it, can be found on My Kingston: <https://mykingston.kingston.ac.uk/myuni/academicregulations/Pages/misconduct.aspx>.

Please be very careful that you do not commit academic misconduct. Employers will not look favourably on students who have either academic misconduct or other disciplinary items on their record. You could be endangering not just your degree but your future career.

## **ACADEMIC APPEALS**

If you have evidence demonstrating grounds for appeal under the University's regulations, you may request a review of the decision of the assessment board. An appeal must be submitted within a stated timeframe from the day of publication of your results on OSIS. Complaints about grades and classifications of awards are not considered to be legitimate grounds for an appeal.

For information about the appeals process, including deadlines please refer to <https://mykingston.kingston.ac.uk/myuni/academicregulations/Pages/appeals.aspx> and also Academic Regulations 8: Academic Appeals at <http://www.kingston.ac.uk/aboutkingstonuniversity/howtheuniversityworks/policiesandregulations/>

### MyStudySpace

StudySpace is the university's online Learning Management System. You will have a StudySpace site for each of the modules on which you are enrolled, giving you access to, for example, the Module Handbook, lecture handouts, suggested solutions, videos, and general announcements. There will also be a StudySpace site for your degree programme where you can post comments for your course representatives.

**MySite:** <http://go.kingston.ac.uk>

### Academic Staff

It is always a good idea to raise any module based questions with the teaching staff during class time. Academic staff also have office hours when you can arrange to meet them. It is normally best to email academics for appointments.

## **STUDENT SUPPORT SERVICE WITHIN THE FACULTY OF BUSINESS AND LAW**

### LECTURER

Each module will be assigned a lecturer who will help guide and advise you throughout your studies. Details of your lecturer will be available in each course syllabus in your course.

### INTERNATIONAL STUDENTS

If you are an international student, there is a lot of information on StudentSpace>International Students via <https://mykingston.kingston.ac.uk/mvssupport/international/about-isac/Pages/default.aspx>

### SINGAPORE STUDENT SUPPORT CENTRE

Name	Telephone	Email
Aventis Student Service Officer : Rina	+(65) 6822 8596	Rina@aventisglobal.edu.sg
Aventis Course Administrator : Sandra Shirling	+(65) 6822 8596	Sandra@aventisgroup.com.sg
Aventis Academic Director : Stanley Soh	+(65) 6822 8596	Stanley@aventisglobal.edu.sg

### **Student References**

It is likely that an employer will ask members of staff to write references. These references will normally contain information about your academic ability and results; your level of attendance; your attitude, participation and behaviour in class sessions; and any incidences of academic misconduct or other disciplinary matters. It is important that you are aware of how your achievement and behaviour on your course may affect your future and behave accordingly.

### **Disability And Dyslexia Support Services**

If you think that you may require special examination arrangements of any kind, you will need to provide supporting evidence of your disability or specific learning difficulty to the Disability and Dyslexia Support Service (DDSS). You will be advised of the date by which this evidence needs to be submitted.

If you are unsure of what evidence to provide, please contact Aventis School of Management, Kingston Course Administrator.

## COMMUNICATION AND BEING GREEN

We are committed to reducing its carbon footprint and unnecessary printing. Therefore, all communications you receive from us will be by email or online. You will have access to three main online areas : myKingston for all general student information; StudySpace for information about your course and modules and OSIS (the Online Student Information System) where you can update your personal details and get your module results.

You can access StudySpace, StudentSpace, OSIS and your email both on and off campus.

### Email

We will email you with any important information about your timetable and module. It is your responsibility to make sure you read what we send you so you need to check your university email daily and make sure it does not get full (you will not be able to send/receive mail if it is full). You will also need to use it to contact members of staff (you may not get a reply from a non-university email address).

## WHAT IF THINGS GO WRONG?

**Personal problems:** if you have personal problems or concerns you should speak to your course administrator.

**Module specific academic problems:** if you are having problems with an individual module, you should first approach the module leader or lecturer. If your concern cannot be resolved, then you should approach your student representative.

**General academic queries:** if you have general queries about your course or the regulations, you should speak to your course tutor or course administrator.

**Administrative problems:** if you experience problems of an administrative nature (e.g. timetable clashes, illness, etc), you should inform your course administrator.

**Withdrawal/interruption:** if you wish to withdraw from the university, or temporarily suspend your studies, you must notify your course administrator in writing as soon as possible. Interruption, without formally notifying us, may result in the year being considered as an attempt at the modules.

**If you have any problems that are affecting your ability to study, please seek help or advice early — the earlier we know about any problems the better chance we have to help you.**

## APPENDIX 1: DATES FOR THE ACADEMIC YEAR 2015-16

Intake date for Year 2015

- 20 January 2015
- 30 May 2015
- 16 September 2015

## APPENDIX 2: ROOMING AT AVENTIS SCHOOL OF MANAGEMENT

Most of your classes will be conducted at Aventis School Campus Level 4. Please refer to the Plasma TV in front of the School's reception area for the location of your classroom.

## APPENDIX 3: THE ROLE OF THE EXTERNAL EXAMINER

In the UK's system of higher education, universities are responsible for the quality of the education they provide and for the academic standards of the awards that they offer. External examining provides one of the principal means of maintaining UK threshold standards and therefore the role of the external examiner is an essential part of the University's quality assurance processes. Kingston University appoints external examiners from other Universities, industry and/or the profession. Those appointed are suitably qualified and experienced in the subject, or specialism within the subject, to which the appointment relates. They are external to, and therefore independent of, the University.

Based on their qualifications and experience, they are able to provide carefully considered advice on the academic standards of the awards, programmes and/or modules to which they have been assigned, and can offer advice on good practice and opportunities to enhance the quality of those programmes/modules. They are also able to offer an informed view of how standards compare with the same or similar awards at other higher education institutions (primarily in the UK, and sometimes overseas as well) of which they have experience.

It is important to note that whilst external examiners are full members of the assessment board(s) to which they are appointed, the decisions of the assessment board are the collective, consensus views of both the internal and external members of the board.

Another important feature of external examining, in the UK, is the provision of annual written reports to the institution by each external examiner based on what he/she has observed of the institution's assessment processes and the sample of student work that they have seen. These reports provide invaluable independent feedback to the University at module and/or programme level.

In this respect, Kingston University recognises the importance of the role of students in contributing to the management of standards and quality. External examiners' reports are therefore made available to student representatives, as part of the annual monitoring process. If you are not a student representative and would like to request a copy of the External Examiners' reports relating to your programme, then please email [externalexaminer@kingston.ac.uk](mailto:externalexaminer@kingston.ac.uk) stating your KU ID number, the full title of your programme and your current year/level.

A list of external examiners, by subject area, is available on the My Kingston site. Please note that contacting external examiners regarding any aspect of your course of study is prohibited. The University has appropriate internal mechanisms in place if you wish to raise a concern using the complaints or appeals procedures, as appropriate (links below):

[http://www.kingston.ac.uk/aboutkingstonuniversity/howtheuniversityworks/policiesandregulations/documents/student\\_complaints\\_procedure\\_1415.pdf](http://www.kingston.ac.uk/aboutkingstonuniversity/howtheuniversityworks/policiesandregulations/documents/student_complaints_procedure_1415.pdf)

#### APPENDIX 4: E-MAIL POLICY

Please make sure you read and apply the following when using email.

- (1) You should always use your University email account to contact members of staff. We cannot verify you as a university student if you do not use the University email and therefore you may not get a reply
- (2) Emails should be written using correct English with appropriate spelling, punctuation and grammar. Do not use mobile text language. If you do not use appropriate language when writing to staff, you are likely to find your email returned with a request for it to be re-written. Please also remember that when we come to write references for you, your emails could be used as an example of how well you can communicate.
- (3) You should make clear who you are, e.g. full name, ID number, degree course and level of study and what your email relates to, e.g. module name and code.
- (4) Do not email staff asking for information which has already been supplied to you, for example in module handbooks or on StudySpace. A lot of time and effort is put into making information available to you. If you cannot take the time to look this information up for yourself, you should not expect others to do so on your behalf. These types of emails are likely to go unanswered.
- (5) Make sure you send your email to the appropriate member of staff who will be able to deal with your request/enquiry. Do not send an email to multiple members of staff.
- (6) You should not rely on a statement made in an email about important matters (e.g. concerning the regulations or your progression) unless the email is very clearly intended as a considered and formal response from a member of staff who is very clearly in a position to make authoritative pronouncements about the matter. You should generally seek answers to such questions from the formal documentation published by the University. You should certainly not assume that a failure to contradict a statement which you have made in an email means that your statement was correct.
- (7) Do not send an email in lieu of using the appropriate procedure, e.g. requesting an extension.
- (8) Academics and administrators will do their best to reply within a reasonable amount of time, but do not expect an immediate response to your emails, especially at weekends.
- (9) You should delete your old emails on a regular basis so that your email box does not become full. If you have a full email box, you will not be able to receive emails and you may miss important information.

**Level 6**

**Module Overviews**

**MODULE CODE: BS6100**

**LEVEL: 6**

**CREDITS: 30**

**TITLE: Strategic Management**

**PRE-REQUISITES: None**

**CO-REQUISITES: None**

**MODULE SUMMARY (*INDICATIVE*)**

This module considers how organisations can grow and compete successfully. You will develop an understanding of the environment and industry in which organisations operate and an appreciation of how organisations use internal resources and competences for competitive advantage. The module examines the role of stakeholders and culture in an organisation, and the options an organisation has for its growth and development. The individual capstone project is an opportunity for students to consolidate their learning and experience from across their programmes.

**AIMS (*DEFINITIVE*)**

- to develop the intellectual skills commensurate with producing carefully researched strategic analysis
- to apply knowledge and critical thinking in the area of strategic management

**LEARNING OUTCOMES (*DEFINITIVE*)**

**On successful completion of the module students will be able to:**

- research and synthesise information relating to an organisation's strategy;
- apply the major theories of strategic management to the analysis of organisations;
- identify and critically evaluate the strategic options available to organisations;
- understand organisations and the choices they are making;
- communicate their understanding to colleagues.

**CURRICULUM CONTENT (*INDICATIVE*)**

- Analysing the business and competitive environment:
- Macro-environment (Political, Economic, Social, Technological: PEST); competitive environment (Porter's 5 Forces); strategic group analysis; competitive positioning; strategic fit
- Evaluating the strategic assets and capabilities of an organisation:
- Value chain; value system/network; resource and capabilities audit; threshold and core competences; threshold and unique resources; dynamic capabilities; strategic stretch

- Assessing the organisational context:
- Stakeholders; corporate governance; business ethics; culture; organisational structure; parenting; mission, vision, values and objective
- Developing, evaluating and recommending strategic options:
- Directions for growth (Ansoff matrix); methods of growth (mergers and acquisitions, organic, joint ventures); portfolio analysis; generic strategy; competitive strategy;
- Short, medium and long term; barriers to implementation (forcefield analysis); milestones; change management (change kaleidoscope); functional strategy; measuring performance (balanced scorecard)

### **TEACHING AND LEARNING STRATEGY (*INDICATIVE*)**

Scheduled teaching and learning comprises a mixture of lectures, interactive workshops, group work and independent learning. Case studies are a key learning vehicle for the module. Students are required to conduct group and individual research into organisations. Key skills are developed in the areas of team work, oral and written communication, research and referencing skills, data analysis, and on-line communications. Workshops are used to develop analytical skills. Active participation is essential preparation for the written assignments and achievement of the learning outcomes.

### **BREAKDOWN OF TEACHING AND LEARNING HOURS**

<b>DEFINITIVE KIS CATEGORY</b>	<b>INDICATIVE DESCRIPTION</b>	<b>HOURS</b>
Scheduled learning and teaching	Lectures and classroom discussion	36
Independent study		300
	<b>TOTAL HOURS</b>	<b>336</b>

### **ASSESSMENT STRATEGY (*INDICATIVE*)**

Summative assessment comprises three elements:

- Group case study report (worth 30% of the module mark)
- Individual capstone report (worth 60% of the module mark)
- Online test (worth 10% of the module mark)

Preparation for, and participation in, workshop exercises will provide the opportunity for formative feedback.

## MAPPING OF LEARNING OUTCOMES TO ASSESSMENT STRATEGY (*INDICATIVE*)

LEARNING OUTCOME	ASSESSMENT STRATEGY
On completion of the module, students will be able to:	
1. Research and synthesis information relating to an organisation strategy	Group case study report Individual capstone report
2. Apply the major theories of strategic management to the analysis of organisation	Group case study report Individual capstone report
3. Identify and critically evaluate the strategic options available to organisation	Group case study report Individual capstone report Online test
4. Understand organisation and the choices they are making	Group case study report Individual capstone report
5. Communicate their understanding to colleagues	Group case study report Individual capstone report

## BREAKDOWN OF MAJOR CATEGORIES OF ASSESSMENT

DEFINITIVE KIS CATEGORY	INDICATIVE DESCRIPTION	PERCENTAGE
Written Exam		0
Practical Exam		0
Coursework	Group case study report Individual capstone report Online test	30 60 10
	Total	100%

## ACHIEVING A PASS

**It IS NOT** a requirement that any major assessment category is passed separately in order to achieve an overall pass for the module.



## **BIBLIOGRAPHY (*INDICATIVE*)**

### **Core Text**

Johnson, G., Scholes, K. and Whittington, R. (latest edition) *Fundamentals of Strategy*, FT/Prentice Hall

### **Recommended Reading:**

Barney, J. & Hesterly, W. (2012) *Strategic Management and Competitive Advantage*. 4<sup>th</sup> ed. Pearson

De Witt, B. & Meyer, R. (2010) *Strategy: Process, Content, Context*. 4<sup>th</sup> ed. Cengage

Grant, R. (2010) *Contemporary Strategy Analysis*. 7<sup>th</sup> ed. Wiley

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