

Module Specification

Module Title: Managing Global Strategy	Module Code: UD7013 Level: 7 Credit: 30 ECTS credit: 15	Module Leader: Peter Lee (Online/Wembley)
Pre-requisite: None	Pre-cursor: None	
Co-requisite: None	Excluded combinations: None	
Location of delivery: UCFB Wembley and Online		
Summary of module for applicants:		
<p>The world economy is becoming less predictable and less stable. Events over the last decade will define the events of the coming decade. This module seeks to arm you with the tools, the critical thinking and the practical skills you need to compete in the global economy of the third decade of the Twenty-First Century. Ultimately, strategy and strategic management are about achieving the long term aims and objectives of the organisation, whilst taking in to account changes in both the macro and micro environment alongside shifts in emerging economies e.g. BRICS and their potential impact in the sports market place. Whilst there are many theorists writing in this area, there are a limited few, with practical strategic senior management experience, especially in the area of global sport. The purpose of this module is to ready you for the challenges of management and senior management, not just to be able to make, but to be able to understand why decisions are made. More importantly, with an over-arching and long embedded theme of illuminating strategy through strategic decision analysis, the successful student will learn how to make the best decisions based on solid evidence.</p> <p>This is a practical focused module, offering you skills and knowledge from the real world of business with theoretical underpinning. You will learn how to produce effective decision analysis tools, how to justify choices and decisions whilst considering, and debating, the inadequacies of existing theories. You will discover best practice from varied and disparate industries and will self-discover how these exemplars can be implemented in football and sport. Thus the ultimate aim of this module is to produce the highly effective and efficient senior management necessary to take football and sport into the third decade of the 21st century with all its challenges.</p>		
Main topics of study:		
<p>External analysis macro Geopolitics and geo-economics Trade, blockchain and crypto-currencies Big data, connectivity, intelligence</p> <p>External analysis micro Sport industry structural analysis</p> <p>Relative external analysis Decision tool focused competitor analysis</p> <p>Financial strategy & analysis Understanding financial statements Ratios and trend analysis Budgeting Forecasting</p> <p>Internal analysis Resource audit, tangible, intangible, HCM Performance analysis and control Leadership and culture</p> <p>Management information systems (MIS) Process analysis</p> <p>Relative internal analysis Decision tool focused competitor analysis</p> <p>Strategic options & choice</p>		

Strategic stakeholder analysis

Strategic evaluation and implementation

Project management

Resource requirements and costings

This module will be able to demonstrate at least one of the following examples/ exposures

Live, applied project

Company/engagement visits

Company/industry sector endorsement/badging/sponsorship/award

Learning Outcomes for the module

Where a LO meets one of the UEL core competencies, please put a code next to the LO that links to the competence.

- *Digital Proficiency - Code = (DP)*
- *Industry Connections - Code = (IC)*
- *Emotional Intelligence Development - Code = (EID)*
- *Social Intelligence Development - Code = (SID)*
- *Physical Intelligence Development - Code = (PID)*
- *Cultural Intelligence Development - Code = (CID)*
- *Community Connections - Code = (CC)*
- *UEL Give-Back - Code = (UGB)*
- *Cognitive Intelligence – Code = (COI)*

At the end of the module students will be able to:

Knowledge

1. Critically analyse a range of professional sport business and strategic management frameworks through both academic and practice-based learning. (EID) (SID) (PID) (CID)

Thinking skills

2. Demonstrate an applied understanding of the nature, role and importance of geo-economics and geo-politics in strategic planning and decision making whilst critically evaluating evidence and synthesising relevant and viable strategies. (COI) (IC)

Subject-based practical skills

3. Synthesise own analytical tools from first principles, using the existing frameworks as reference points, inspect philosophies, principles and processes of sport management in an area of applied study from a multi-competency approach. (COI) (IC) (SID) (PID) (CID)
4. Demonstrate a critical awareness of financial and management accounting information relevant to strategic decision making.

Skills for life and work (general skills)

5. Effectively develop the skills necessary to produce informative and business standard documents using a full range of digital applications. (UGB)
6. Identify and apply project management skills for change and implementation. (CC) (UGB)

Teaching/ learning methods/strategies used to enable the achievement of learning outcomes:

Knowledge is gained through a combination of lectures, seminars and workshops, and where possible supplemented by guest speakers or podcasts.

Thinking skills are enhanced through a range of interactive activities such as critical thinking and class debates, based on evidence or lack of evidence from original primary sources of information, e.g. Central Banks, WTO, World Bank, OPEC, UN, WHO, IMF, EU, BRICS and National Governments.

Subject-based practical skills are acquired through assessment, analysis and evaluation techniques.

Skills for life and work are developed through the use of peer to peer learning, flipped classroom, engaging in class debate and practical activities.

On campus

Lectures are tutor-led and used to guide students through the key concepts. Seminars and workshops provide the opportunity to explore ideas in more depth and to apply ideas to real life situations through case studies and other activities by means of collaborative learning and discussion.

Online

Learning will predominantly occur through online content; however, each module will have several live sessions that will be focused on the clarification and expansion of key concepts. These sessions play a key role in providing a platform, fostering a community of learning between tutor and students. Dedicated support staff and academic tutors will be available through the Online Student Community and will address all queries in line with our student charter for online learning.

In addition, you are expected to undertake independent study to enable you to achieve the learning outcomes by completing core and recommended readings, take-home tasks, and relevant research and scholarly activities.

Assessment methods which enable students to demonstrate the learning outcomes for the module; please define as necessary:	Weighting:	Learning Outcomes demonstrated:
Component 1: Individual Assessment - (1500) and Supplementary Evidence Document (2,500) Total assessment 4,000 words	50%	1, 3, 4, 6
Component 2: Timed Group Assessment over 1 week - 20 minutes	50%	2, 3, 5

Reading and resources for the module:

Core

Bamber, M. and Parry, S. (2020) *Accounting and finance for managers: a business decision-making approach*. 3rd edn. London: Kogan Page.

Whittington, R., Regner, P., Angwin, D., Johnson, G. and Scholes, K. (2020) *Exploring strategy: texts and cases*. 12th edn. Harlow: Pearson Education.

Recommended

Kepner, C. H. and Tregoe, B. B. (2008) *The new rational manager: an updated edition for a new world*. Princeton, NJ: Princeton Research Press. (Free download on Google Scholar).

Lynch, R. (2018) *Strategic management*. 8th edn. London: Pearson.

Journals

Long Range Planning

Harvard Business Review

Strategic Culture

California Management Review

Journal of Sport Management

Sports Business Insider

Provide evidence of how this module will be able to demonstrate at least one of the following examples / exposures.

Live, applied project: X

- **Component 1:** Individual Assessment - Business Information Memorandum (1500) & Supplementary Evidence Document (2,500) Total assessment 4,000 words
- **Component 2:** Timed Group Assessment over 1 week - Group Business Pitch

Company/engagement visits: n/a	
Company/industry sector endorsement/badging/sponsorship/award: n/a	
Indicative learning and teaching time (10 hrs per credit):	Activity
1. Student/tutor interaction: 48 hours for on campus degrees 10 hours for online degrees	Lectures, seminars, tutorials, workshops, guest speakers, external visits
2. Student learning time: 252 hours for on campus degrees 290 hours online for online degrees	Seminar reading, assignment preparation, working in groups (in person or online), background reading
Total hours: 300 hours	

For office use only. (Not required for Programme Handbook)

Assessment Pattern for Unistats KIS (Key Information Sets)	Weighting:
Coursework (<i>written assignment, dissertation, portfolio, project output</i>)	
Practical Exam (<i>oral assessment, presentation, practical skills assessment</i>)	
Written Exam	

HECoS Code:	
UEL Department:	