Form 20 Heriot-Watt University - Course Descriptor Template (RAY)

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Competitive Strategy</th>
<th>School</th>
<th>Management and Languages</th>
<th>On or Off-Campus</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Co-ordinator</td>
<td>John Sanders</td>
<td>SCQF Level</td>
<td>11</td>
<td>Course Code</td>
<td>C11CS1</td>
</tr>
</tbody>
</table>

1. Pre-requisites
IELTS Academic English 6.5

2. Linked Courses (specify if synoptic)
None

3. Excluded Courses
None

4. Replacement Course
Code:
Date Of Replacement:

5. Availability as an Elective
Yes [ ] No [x]

6. Degrees for which this is a core course
C147-SPM/C145-SPM/C140-SPM MSc/PGDip/Cert Strategic Project Management
C137-SPM/C135-SPM/C130-SPM MSc/PGDip/Cert Strategic Project Management (European)
Code Pending MSc/PGDip/Cert International Business Management with Marketing
Code Pending MSc/PGDip/Cert International Business Management with HRM
Code Pending MSc/PGDip/Cert International Business Management with Finance
Code Pending MSc/PGDip/Cert International Business Management with Logistics
Code Pending MSc/PGDip/Cert International Business Management with Sustainability Management

7. Aims
- To provide students with a sound understanding of the theoretical and practical issues involved in the strategic management of organisations.
- To allow students to develop knowledge and skills that will be of immediate and real value in their future careers.
- To strategically analyse and propose solutions to business case scenarios
- Enhance business planning skills and strategic thinking

8. Syllabus
- Introduction
- Strategic purpose
- Analysing the Strategic Environment
  - Strategic Group Mapping
  - Porter’s Five Forces Model
- Analysing Resources and Capabilities
  - Value Chain Analysis
- Organisational design
- Managing change
- Strategy and Culture
- Stakeholder Behaviour
- Module Review
**Course Title**: Competitive Strategy  
**School**: Management and Languages  
**Course Co-ordinator**: John Sanders  
**SCQF Level**: 11  
**Course Code**: C11CS1  
**Semester**: 1  
**Credits**: 15

### 9. Learning Outcomes (HWU Core Skills: Employability and Professional Career Readiness)

**Subject Mastery**  
**Understanding, Knowledge and Cognitive Skills**  
1. Provide an understanding of the key elements of the strategic management process and conceptual models of analysis.  
2. Understand the dynamics of the strategic management process.  
3. Understand the importance and impact of strategic management issues for private, public and voluntary sector organisations.  
4. Understand the application of theoretical and analytical models to real life business situations through the use of case studies.

**Scholarship, Enquiry and Research (Research-Informed Learning)**

**Personal Abilities**  
**Industrial, Commercial & Professional Practice**  
- Develop individual analytical and problem-solving skills.  
- Develop independent and team/group-working skills.  
- Develop communication skills.  
- Develop presentation skills.

**Autonomy, Accountability & Working with Others**  
**Communication, Numeracy & ICT**

### 10. Assessment Methods

<table>
<thead>
<tr>
<th>Method</th>
<th>Duration of Exam (if applicable)</th>
<th>Weighting (%)</th>
<th>Synoptic courses?</th>
<th>Method</th>
<th>Duration of Exam (if applicable)</th>
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</thead>
<tbody>
<tr>
<td>Examination</td>
<td>3 hours</td>
<td>50%</td>
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<td>100% Examination</td>
<td>3 hours</td>
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<tr>
<td>Coursework</td>
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<td>50%</td>
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### 11. Re-assessment Methods

<table>
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<tr>
<th>Method</th>
<th>Duration of Exam (if applicable)</th>
<th>Weighting (%)</th>
<th>Synoptic courses?</th>
<th>Method</th>
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### 12. Date and Version

- **Date of Proposal**: February 2010  
- **Date of Approval by School Committee**:  
- **Date of Implementation**: September 2010  
- **Version Number**: 3