



BUS 845

Strategic Management

S1 Day 2014

Dept of Marketing and Management

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General Information

Unit convenor and teaching staff

Unit Convenor

Erik Lundmark

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Contact via erik.lundmark@mq.edu.au

E4A451

Mondays 2.15-4.00 pm

Credit points

4

Prerequisites

4cp in ACCG or ACST or BUS or ECON or MKTG units at 600 level

Corequisites

Co-badged status

Unit description

This unit will equip students with the ability to analyse complex business problems from the cross-functional and multi-dimensional perspective required by general managers. The unit examines the process of formulating competitive strategy at the business level based on systematic analysis of a firm's internal resources and capabilities in conjunction with a structured examination of the various dimensions of its environment. On the basis of this analysis, appropriate strategies with which to pursue sustainable competitive advantage and strategic congruence can be developed. Topics addressed include business-level and corporate-level strategy, innovation and entrepreneurship, and dynamic strategy and game theory.

Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at <https://www.mq.edu.au/study/calendar-of-dates>

Learning Outcomes

On successful completion of this unit, you will be able to:

To understand the nature and scope of the strategic management process and of the different strategic approaches available to an organisation

To be able to evaluate an organisation, its strategy, and its environment in terms of

congruence or strategic fit.

To be able to apply the key strategic management tools and models

To be able to determine and evaluate an appropriate strategic response from the analysis

Assessment Tasks

Name	Weighting	Due
<u>Individual Assignment</u>	30%	Beginning of Class W6
<u>Group Assignment</u>	30%	draft W7 final W11 oral W12
<u>Final examination</u>	40%	Examination period

Individual Assignment

Due: **Beginning of Class W6**

Weighting: **30%**

This assignment will cover material in week one through five. It will require a thorough written response to specific questions. These specific questions will be presented on iLearn.

This assignment should be submitted in an electronic copy to the university's plagiarism checking software, Turnitin. Title your document with your surname and student number, e.g., Smith20062007. Turnitin can be found on the subject's iLearn website. Turnitin currently accepts MS Word(xxx.doc) format. (i.e. not PDF, PowerPoint, etc). For more information see: <http://www.turnitin.com/static/training.html>. In addition, you should submit a hardcopy in class at the earliest class after deadline.

No extensions will be granted. Late tasks will be accepted up to 120 hours after the submission deadline. There will be a deduction of 10% from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission – 20% penalty). This penalty does not apply for cases in which an application for special consideration is made and approved.

On successful completion you will be able to:

- To understand the nature and scope of the strategic management process and of the different strategic approaches available to an organisation
- To be able to evaluate an organisation, its strategy, and its environment in terms of congruence or strategic fit.
- To be able to apply the key strategic management tools and models

Group Assignment

Due: **draft W7 final W11 oral W12**

Weighting: **30%**

The students are responsible for forming groups of 4 people (if groups do not even up the lecturer of your class may change the composition of your group). The students should strive to create balanced groups with regards to gender, ethnicity and other characteristics.

The assignment will focus on a detailed case analysis and will include the application of many of the concepts covered in lectures. It will require extensive collaboration between group members. The assessment submission will be in the form of: (1) a draft of the report and a plan for its completion (2) a moderate sized detailed written report and; (3) a short presentation of the key findings to the class; (4) Active participation in class discussions from week through 13. In week 13, all students will be required to submit a peer assessment. These will be used to moderate marks within the group. Further details will be provided on iLearn.

This assignment should be submitted in hardcopy in class and in an electronic copy to the university's plagiarism checking software, Turnitin. Title your document with the surname and student number of the group member submitting, e.g., Smith20062007. Turnitin can be found on the subject's iLearn website. Turnitin currently accepts MS Word(xxx.doc) format. (i.e. not PDF, PowerPoint, etc). For more information see: <http://www.turnitin.com/static/training.html>.

No extensions will be granted. Late tasks will be accepted up to 120 hours after the submission deadline. There will be a deduction of 10% from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission – 20% penalty). This penalty does not apply for cases in which an application for special consideration is made and approved.

On successful completion you will be able to:

- To be able to evaluate an organisation, its strategy, and its environment in terms of congruence or strategic fit.
- To be able to apply the key strategic management tools and models
- To be able to determine and evaluate an appropriate strategic response from the analysis

Final examination

Due: **Examination period**

Weighting: **40%**

The final examination is designed to assess the students' body of knowledge and critical thinking skills. The examination consists of questions requiring written responses. These questions require some elaboration and explanations of how concepts can be applied in practice. The exam is of three (3) hours duration and will be held in the examination period. The exam

examines the range of topics covered in the lectures and readings.

The only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you should consider applying for Special Consideration. If a Supplementary Examination is granted as a result of the Special Consideration process the examination will be scheduled after the conclusion of the official examination period. You are advised that it is Macquarie University policy NOT to set early examinations for individuals or groups of students. All students are expected to ensure that they are available until the end of the teaching semester, which is the final day of the official examination period. Extension requests detailing process and conditions – extensions will only be granted in exceptional circumstances, business and university workload is not acceptable. A medical or other certificate is required prior to the submission date.

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Delivery and Resources

Classes

- Classes are held each week of semester unless the class falls on a public holiday. Each class is 3 hours, including lectures and tutorial activities.
- The timetable for classes can be found on the University web site at: <https://timetables.mq.edu.au>.
- Students should attend lectures and tutorials. Attendance will be taken.

Required and Recommended Texts and/or Materials

Textbook

Prescribed texts:

- Johnson, G., Whittington, R. & Scholes, K. (2011). Exploring Strategy (9th Edition). Harlow England: Pearson Education, ISBN 978-0273737001. The book can be purchased from the Macquarie University Co-op Bookshop
- Prescribed unit materials: students will be directed to readings on iLearn.

Technology Used and Required

Technology used: iLearn (<https://ilearn.mq.edu.au>) and Macquarie University email

Unit Web Page

- Course material is available on the learning management system (iLearn)
- The web page for this unit can be found at: <https://ilearn.mq.edu.au>. Please check this site each week for lecture slides, tasks readings and other important information.

Teaching and Learning Activities

- This unit is taught using lectures and a combination of student presentations, video presentations and discussions.
- Students are expected to read prescribed text chapters before lectures, attend lectures, join in discussions and complete all assessments. Reflection is crucial to integrating unit material. Therefore active participation in discussions and exercises is of outmost importance not only to the participating student but to the whole class.

Changes since the Last Offering of this Unit

The individual assessment has been moved to week six as student feedback indicated that many felt they had to short time to complete the assignment. In addition, a full session has been dedicated to the group assignment. In this session (W7) students will present early drafts and plans for the assignment.

Unit Schedule

Week	Topic Name
1	Introductions
2	Strategic Fit
3	External Environment
4	Business Strategies
5	Resources and Capabilities
6	Corporate Strategies
	Semester Break
7	Harvard Case Study (Groups)

8	Inside the Organisation
9	Innovation and Entrepreneurship
10	Strategy in Practice (Process)
11	Dynamic Strategies and Game Theory
12	Group Presentations in Class
13	Review

Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](#). Students should be aware of the following policies in particular with regard to Learning and Teaching:

Academic Honesty Policy http://mq.edu.au/policy/docs/academic_honesty/policy.html

Assessment Policy <http://mq.edu.au/policy/docs/assessment/policy.html>

Grading Policy <http://mq.edu.au/policy/docs/grading/policy.html>

Grade Appeal Policy <http://mq.edu.au/policy/docs/gradeappeal/policy.html>

Grievance Management Policy http://mq.edu.au/policy/docs/grievance_management/policy.html

Disruption to Studies Policy http://www.mq.edu.au/policy/docs/disruption_studies/policy.html *The Disruption to Studies Policy is effective from March 3 2014 and replaces the Special Consideration Policy.*

In addition, a number of other policies can be found in the [Learning and Teaching Category](#) of Policy Central.

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: https://students.mq.edu.au/support/student_conduct/

Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

Learning Skills

Learning Skills (mq.edu.au/learningskills) provides academic writing resources and study strategies to improve your marks and take control of your study.

- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module for Students](#)
- [Ask a Learning Adviser](#)

Student Services and Support

Students with a disability are encouraged to contact the [Disability Service](#) who can provide appropriate help with any issues that arise during their studies.

Student Enquiries

For all student enquiries, visit Student Connect at ask.mq.edu.au

IT Help

For help with University computer systems and technology, visit <http://informatics.mq.edu.au/help/>.

When using the University's IT, you must adhere to the [Acceptable Use Policy](#). The policy applies to all who connect to the MQ network including students.

Graduate Capabilities

PG - Discipline Knowledge and Skills

Our postgraduates will be able to demonstrate a significantly enhanced depth and breadth of knowledge, scholarly understanding, and specific subject content knowledge in their chosen fields.

This graduate capability is supported by:

Learning outcomes

- To understand the nature and scope of the strategic management process and of the different strategic approaches available to an organisation
- To be able to evaluate an organisation, its strategy, and its environment in terms of congruence or strategic fit.
- To be able to apply the key strategic management tools and models
- To be able to determine and evaluate an appropriate strategic response from the analysis

Assessment tasks

- Individual Assignment
- Group Assignment
- Final examination

PG - Critical, Analytical and Integrative Thinking

Our postgraduates will be capable of utilising and reflecting on prior knowledge and experience, of applying higher level critical thinking skills, and of integrating and synthesising learning and knowledge from a range of sources and environments. A characteristic of this form of thinking is the generation of new, professionally oriented knowledge through personal or group-based critique of practice and theory.

This graduate capability is supported by:

Learning outcomes

- To understand the nature and scope of the strategic management process and of the different strategic approaches available to an organisation
- To be able to evaluate an organisation, its strategy, and its environment in terms of congruence or strategic fit.
- To be able to apply the key strategic management tools and models
- To be able to determine and evaluate an appropriate strategic response from the analysis

Assessment tasks

- Individual Assignment
- Group Assignment
- Final examination

PG - Research and Problem Solving Capability

Our postgraduates will be capable of systematic enquiry; able to use research skills to create new knowledge that can be applied to real world issues, or contribute to a field of study or practice to enhance society. They will be capable of creative questioning, problem finding and problem solving.

This graduate capability is supported by:

Learning outcomes

- To understand the nature and scope of the strategic management process and of the different strategic approaches available to an organisation
- To be able to evaluate an organisation, its strategy, and its environment in terms of congruence or strategic fit.
- To be able to apply the key strategic management tools and models
- To be able to determine and evaluate an appropriate strategic response from the analysis

Assessment tasks

- Individual Assignment
- Group Assignment

Research and Practice

In addition to the prescribed readings in the textbook the following journal articles are prescribed readings:

- Barney, J.(1991). Firm Resources and Sustained Competitive Advantage, *Journal of Management* 17(1), 99-120.
- Kim, W. Chan & Mauborgne, Renée. (2005). Blue Ocean Strategy: From theory to practice. *California Management Review*, 47(3), 105-121.
- Mintzberg, Henry.(1980). Structure in 5's: A synthesis of the research on organization design. *Management Science*, 26(3), 322-341.
- Nalebuff, B. J., & Brandenburger, A. M. (1995). The right game: use game theory to shape strategy. *Harvard Business Review*, 73(4), 57-71.
- Porter, Michael E. (1996). What Is Strategy? *Harvard Business Review*, 74(6), 61-78.
- Porter, Michael E. (2008). The five competitive forces that shape strategy. *Harvard Business Review*, 86(1), 78-93.
- Waterman Jr., Robert H.; Peters, Thomas J. & Phillips, Julien R. (1980). Structure is not organization. *Business Horizons*, 23(3), 14-26.