



# BBA 350

## Strategic Management

MQC2 Day 2014

*Dept of Marketing and Management*

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#### **Disclaimer**

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## General Information

Unit convenor and teaching staff

Moderator

Deborah Howlett

[deborah.howlett@mq.edu.au](mailto:deborah.howlett@mq.edu.au)

Contact via [deborah.howlett@mq.edu.au](mailto:deborah.howlett@mq.edu.au)

Unit Convenor

Terry Standen

[terry.standen@mq.edu.au](mailto:terry.standen@mq.edu.au)

Contact via [terry.standen@mq.edu.au](mailto:terry.standen@mq.edu.au)

Please contact Terry Standen at [terry.standen@mqc.edu.au](mailto:terry.standen@mqc.edu.au) to arrange a time.

Credit points

3

Prerequisites

Admission to BBA and MKTG101 and 6cp at 200 level including (ACCG200 or ACCG253 or AFIN253)

Corequisites

Co-badged status

Unit description

The purpose of this unit is to equip students with the ability to approach complex business problems from the cross-functional and multidimensional perspective of the general manager. The process of formulating and implementing competitive strategy at the business level requires the systematic analysis of a firm's internal resources and capabilities in conjunction with a structured examination of the various dimensions of its (external) macro and industry environments. Once this is achieved, management can develop appropriate strategies with which to pursue sustainable competitive advantage in domestic and international markets. Students learn how to use several diagnostic models to evaluate a firm's relative strengths and weaknesses, the threats and opportunities in its external environment, and the key issues that influence how the firm should compete. Case analysis is used extensively to link concepts and frameworks to real-world examples. Group work engages students in the challenges of interpersonal communication, task allocation, coordination and control.

## 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:

- Assess the nature of an industry's strategic issues and the environment in which they are generated
- Evaluate the importance of strategic business planning.
- Analyse environmental information for use in strategic plans
- Review competitive dynamics and rivalry and its impacts on the industry
- Appraise the different approaches to strategy

## Assessment Tasks

Name	Weighting	Due
Final Examination	40%	University Examination Period
Essay	30%	Week 6
Case Study/Report	30%	Week 12

### Final Examination

Due: **University Examination Period**

Weighting: **40%**

#### Examination Conditions:

A three (3) hour final examination under closed book conditions and within the MQC formal examination period.

On successful completion you will be able to:

- Assess the nature of an industry's strategic issues and the environment in which they are generated
- Evaluate the importance of strategic business planning.
- Review competitive dynamics and rivalry and its impacts on the industry
- Appraise the different approaches to strategy

### Essay

Due: **Week 6**

Weighting: **30%**

The essay question will be centred around a question which requires strategic theory and application. **1200 word limit**

### **Submission:**

During lecture

### **Extension:**

Extensions will only be granted with an approved "Disruption to Studies" application lodged with ask.mq.edu.au prior to the due date.

### **Penalties:**

Late submissions will be penalised at 10% per day late up to five working days. After which zero (0) marks will be recorded.

On successful completion you will be able to:

- Assess the nature of an industry's strategic issues and the environment in which they are generated
- Evaluate the importance of strategic business planning.
- Analyse environmental information for use in strategic plans
- Review competitive dynamics and rivalry and its impacts on the industry

## **Case Study/Report**

Due: **Week 12**

Weighting: **30%**

Groups of 3/4 students prepare a case study written report and oral presentation on a chosen organisation. This will require a comprehensive analysis using strategic analytical tools/instruments learned in class and applied to the chosen organisation. Details will be available on iLearn.

### **Submission**

Hard copy in class to the lecturer with Assessment Cover Sheet attached to each report. Soft copy submitted via iLearn on the due date. (see Assessment Guidelines for more information)

### **Extension**

Extensions will only be granted with an approved application for "Disruption to Studies" lodged with ask.mq.edu.au prior to the due date.

### **Penalties**

Late submissions will be penalised at 10% per day late up to five working days. After which zero (0) marks will be recorded.

On successful completion you will be able to:

- Assess the nature of an industry's strategic issues and the environment in which they are

generated

- Evaluate the importance of strategic business planning.
- Review competitive dynamics and rivalry and its impacts on the industry
- Appraise the different approaches to strategy

## Delivery and Resources

### Classes

Number and length of classes: 3 hours face-to-face teaching per week, consisting of 1 x 2 hour lecture and 1 x 1 hour tutorial.

The timetable for classes can be found on the MQC Portal

### Required and Recommended Texts and/or Materials

·Prescribed text: Carpenter, M., Sanders, G., Rice, J. & Martin.N. (2010) *Strategic Management: A Dynamic Perspective*. Pearson Australia

This text is bundled with The Little Penguin Handbook - by Lester Faigley (2013)

These texts are available from the University Co-Op bookshop.

#### NOTE:

·It is imperative that students keep abreast of current developments both in Australia and abroad via the public and popular media in respect to strategic management. At the beginning of each lecture, students will be asked to participate in a discussion of the preceding week's newsworthy items, **this may well be examinable**

### Technology Used and Required

Students are required to learn how to use power point, word processing and iLearn.

#### CONSULTATION TIMES

Please contact Terry Standen at [terry.standen@mqc.edu.au](mailto:terry.standen@mqc.edu.au) to arrange a time for consultation.

#### Unit Web Page

The web page for this unit can be found at: iLearn <http://ilearn.mqc.edu.au>

### Changes since the last offering of this unit

More readings will be available to students via Ilearn

A number of new case studies will be introduced.

## Unit Schedule

Week	Lecture Topic	Textbook Chapters	Tutorial
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1	Introduction to Strategic Management	CH 1	<b>GTKY Exercises</b>
2	Strategic Direction: Vision, Mission & Goals	CH 2	Preparing for Case Discussion / analysis <b>Group and organisational choice finalisation</b>
3	External Analysis	CH 3	Case Study Analysis
4	Internal Analysis	Ch 4	Case Study Analysis
5	Analysing Business Strategy	CH 5	Discussion Questions
6	<b>Topic TBA</b>		<b>Individual Essay Due</b>
7	Game Theory and Competitor Analysis	Readings	Discussion and update of Group Project
8	Business Strategy for Dynamic Environments	CH 6	Case study analysis
9	Analysing Corporate Strategy	CH 7	Case Study Analysis
10	Strategic Implementation & Corporate Structure	Ch 11	Discussion Questions Finalise group presentation order Reiterate presentation guidelines
11	Measuring Strategic Organisational Performance	Readings	<b>Group Presentations</b>
12	International Strategies	CH 8	<b>Group presentations</b> <b>Group Report Due</b>
13	Review and revise for final examination		<b>Peer assessment</b> DVD and Discussion

## Learning and Teaching Activities

### Lectures and Tutorials

The unit is taught by lecture and tutorial discussions.

### Current Affairs Discussion

What is expected from students? Read in advance; prepare case studies if required for tutorials; follow current developments and news;

## Group and Tutorial Participation

be able to apply concepts in tutorial exercises; respond to questions raised during lectures; demonstrate enthusiasm for the subject and attend all group meetings.

## 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](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](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](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/](https://students.mq.edu.au/support/student_conduct/)

## Grades

Macquarie University uses the following grades in coursework units of study:

- HD - High Distinction
- D - Distinction
- CR - Credit
- P - Pass
- F – Fail

Grade descriptors and other information concerning grading are contained in the Macquarie

University Grading Policy which is available at:

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

For further information, please refer to the following link:

<http://universitycouncil.mq.edu.au/legislation.html>

## **Grade Appeals and Final Examination Script Viewing City Campus**

If, at the conclusion of the unit, you have performed below expectations, and are considering lodging an appeal of grade and/or viewing your final exam script please refer to the following website which provides information about these processes and the cut off dates in the first instance. Please read the instructions provided concerning what constitutes a valid grounds for appeal before appealing your grade.

<http://www.city.mq.edu.au/reviews-appeals.html>

## **Attendance at Macquarie City Campus**

All Students are required to attend at least 80% of the scheduled course contact hours each Session. Additionally Macquarie City Campus monitors the course progress of international students to ensure that the student complies with the conditions of their visa relating to attendance.

This minimum level of attendance includes all lectures and tutorials. Tutorial attendance will be recorded weekly. If any scheduled class falls on a public holiday this will be rescheduled as advised by your Lecturer. Attendance at any mid-Session or in-class test is compulsory unless otherwise stated.

Unavoidable non-attendance due to illness or circumstances beyond your control must be supported by appropriate documentation to be considered for a supplementary test. Other non-attendance will obtain zero for the test. You should refer to the section above on Special Consideration for more details about this.

## **Student Support**

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



[students.mq.edu.au/support/](https://students.mq.edu.au/support/)

## Learning Skills

Learning Skills ([mq.edu.au/learningskills](https://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 Support at Macquarie City Campus

Students who require assistance are encouraged to contact the Student Services Manager at Macquarie City Campus. Please see reception to book an appointment.

Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at <http://students.mq.edu.au/support/>

At any time students (or groups of students) can book our Student Advising rooms on Level 6 by emailing [info@city.mq.edu.au](mailto:info@city.mq.edu.au) with a day and time and nominated contact person. There are additional student study spaces available on Level 1.

Macquarie University Campus Wellbeing also has a presence on the City Campus each week. If you would like to make an appointment, please email [info@city.mq.edu.au](mailto:info@city.mq.edu.au) or visit their website at: <http://www.campuslife.mq.edu.au/campuswellbeing>

StudyWISE provides:

- Online learning resources and academic skills workshops [http://www.mq.edu.au/learning\\_skills](http://www.mq.edu.au/learning_skills)
- Personal assistance with your learning & study related questions

## 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](https://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.

## IT Help at Macquarie City Campus

If you wish to receive IT help, we would be glad to assist you at <http://informatics.mq.edu.au/help/> or call 02 9850-4357.

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 and it outlines what can be done.

Students must use their Macquarie University email addresses to communicate with staff as it is University policy that the University issued email account is used for official University communication.

Students are expected to act responsibly when utilising Macquarie City Campus IT facilities. The following regulations apply to the use of computing facilities and online services:

- Accessing inappropriate web sites or downloading inappropriate material is not permitted.
- Material that is not related to coursework for approved unit is deemed inappropriate.
- Downloading copyright material without permission from the copyright owner is illegal, and strictly prohibited. Students detected undertaking such activities will face disciplinary action, which may result in criminal proceedings.

Non-compliance with these conditions may result in disciplinary action without further notice.

If you would like to borrow headphones for use in the Macquarie City Campus computer labs (210, 307, 311, 608) at any point, please ask at Level 2 Reception. You will be required to provide your MQC Student ID card. This will be held as a deposit while using the equipment.

For assistance in the computer labs, please see a Lab Demonstrator (usually they can be found in Lab 311, otherwise ask at Level 2 Reception).

## Graduate Capabilities

### Capable of Professional and Personal Judgement and Initiative

We want our graduates to have emotional intelligence and sound interpersonal skills and to

demonstrate discernment and common sense in their professional and personal judgement. They will exercise initiative as needed. They will be capable of risk assessment, and be able to handle ambiguity and complexity, enabling them to be adaptable in diverse and changing environments.

This graduate capability is supported by:

## **Learning outcomes**

- Evaluate the importance of strategic business planning.
- Analyse environmental information for use in strategic plans
- Appraise the different approaches to strategy

## **Assessment tasks**

- Final Examination
- Essay

## **Learning and teaching activities**

- be able to apply concepts in tutorial exercises; respond to questions raised during lectures; demonstrate enthusiasm for the subject and attend all group meetings.

## **Discipline Specific Knowledge and Skills**

Our graduates will take with them the intellectual development, depth and breadth of knowledge, scholarly understanding, and specific subject content in their chosen fields to make them competent and confident in their subject or profession. They will be able to demonstrate, where relevant, professional technical competence and meet professional standards. They will be able to articulate the structure of knowledge of their discipline, be able to adapt discipline-specific knowledge to novel situations, and be able to contribute from their discipline to inter-disciplinary solutions to problems.

This graduate capability is supported by:

## **Learning outcomes**

- Assess the nature of an industry's strategic issues and the environment in which they are generated
- Evaluate the importance of strategic business planning.
- Analyse environmental information for use in strategic plans
- Review competitive dynamics and rivalry and its impacts on the industry
- Appraise the different approaches to strategy

## **Assessment tasks**

- Final Examination
- Essay

- Case Study/Report

## **Learning and teaching activities**

- The unit is taught by lecture and tutorial discussions.
- What is expected from students? Read in advance; prepare case studies if required for tutorials; follow current developments and news;
- be able to apply concepts in tutorial exercises; respond to questions raised during lectures; demonstrate enthusiasm for the subject and attend all group meetings.

## **Critical, Analytical and Integrative Thinking**

We want our graduates to be capable of reasoning, questioning and analysing, and to integrate and synthesise learning and knowledge from a range of sources and environments; to be able to critique constraints, assumptions and limitations; to be able to think independently and systemically in relation to scholarly activity, in the workplace, and in the world. We want them to have a level of scientific and information technology literacy.

This graduate capability is supported by:

## **Learning outcomes**

- Assess the nature of an industry's strategic issues and the environment in which they are generated
- Evaluate the importance of strategic business planning.
- Analyse environmental information for use in strategic plans
- Review competitive dynamics and rivalry and its impacts on the industry
- Appraise the different approaches to strategy

## **Assessment tasks**

- Final Examination
- Essay
- Case Study/Report

## **Learning and teaching activities**

- The unit is taught by lecture and tutorial discussions.
- What is expected from students? Read in advance; prepare case studies if required for tutorials; follow current developments and news;
- be able to apply concepts in tutorial exercises; respond to questions raised during lectures; demonstrate enthusiasm for the subject and attend all group meetings.

## **Problem Solving and Research Capability**

Our graduates should be capable of researching; of analysing, and interpreting and assessing

data and information in various forms; of drawing connections across fields of knowledge; and they should be able to relate their knowledge to complex situations at work or in the world, in order to diagnose and solve problems. We want them to have the confidence to take the initiative in doing so, within an awareness of their own limitations.

This graduate capability is supported by:

## **Learning outcomes**

- Assess the nature of an industry's strategic issues and the environment in which they are generated
- Evaluate the importance of strategic business planning.
- Analyse environmental information for use in strategic plans
- Review competitive dynamics and rivalry and its impacts on the industry

## **Assessment tasks**

- Final Examination
- Essay

## **Learning and teaching activities**

- What is expected from students? Read in advance; prepare case studies if required for tutorials; follow current developments and news;
- be able to apply concepts in tutorial exercises; respond to questions raised during lectures; demonstrate enthusiasm for the subject and attend all group meetings.

## **Effective Communication**

We want to develop in our students the ability to communicate and convey their views in forms effective with different audiences. We want our graduates to take with them the capability to read, listen, question, gather and evaluate information resources in a variety of formats, assess, write clearly, speak effectively, and to use visual communication and communication technologies as appropriate.

This graduate capability is supported by:

## **Assessment task**

- Case Study/Report

## **Changes from Previous Offering**

There have been few changes made to this Unit Guide compared with the previous semester. A number of the case studies will change and the iLearn site will be further developed. There is no change to the text book

## Research and Practice

This unit uses research from external sources and Macquarie academics. This unit gives you practice in applying research findings in your assignments.

The following sources are used throughout the Unit:

1. Strategic Business Journal
2. Harvard Business Review
3. Wall Street Journal
4. The Economist
5. Academy of Management
6. Fortune