



# BBA 350

## Strategic Management

S2 Day 2016

*Dept of Marketing and Management*

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#### **Disclaimer**

Macquarie University has taken all reasonable measures to ensure the information in this publication is accurate and up-to-date. However, the information may change or become out-dated as a result of change in University policies, procedures or rules. The University reserves the right to make changes to any information in this publication without notice. Users of this publication are advised to check the website version of this publication [or the relevant faculty or department] before acting on any information in this publication.

## General Information

Unit convenor and teaching staff

Unit Convenor and Lecturer

Edward Wray-Bliss

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Friday 1.30 pm - 2.30pm, otherwise by appointment please

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Credit points

3

Prerequisites

(Admission to BBA and MKTG101 and 6cp at 200 level including (ACCG200 or ACCG253 or AFIN253)) or (BBA220 and FOBE202)

Corequisites

Co-badged status

Unit description

This unit enables students to understand and analyze the highly influential discourse of strategic management. Starting with the premise that the ideas and practices of strategic management are far too significant to be reduced to a set of simplified tools or techniques, this unit draws upon a wide range of academic work across the fields of management, organization studies, and strategy to examine the topic. Using this research, strategic management is considered in terms of the social, political, ethical and global effects that it engenders and encourages in today's organised world. Students will have the opportunity to synthesize these areas of knowledge through analyzing the strategic lessons to be drawn from major organizational and societal events, including those of high-level corporate fraud and environmental crisis.

## 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:

Critically assess the nature and origins of strategic management  
Identify and analyse strategic issues in a management context  
Demonstrate awareness of the major conceptualisations of strategic management  
Demonstrate awareness of contemporary challenges for and critiques of Strategic Management

## Assessment Tasks

Name	Weighting	Due
<a href="#"><u>Assignment One</u></a>	20%	Week 5
<a href="#"><u>Assignment Two</u></a>	40%	Week 11
<a href="#"><u>Final Examination</u></a>	40%	University Examination Period

### Assignment One

Due: **Week 5**

Weighting: **20%**

Essay questions and guidance will be made available on ilearn in Week 2. The essay will require you to discuss the history of strategy in management.

#### Submission.

On-Line, via Turnitin, on the unit ilearn site by 12pm (mid day) on the Friday of Week 5.

#### Extensions and Penalties:

No extensions will be granted. There will be a deduction of 10% of the total available marks made 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 disruption of studies is made and approved. No submission will be accepted after solutions have been posted.

On successful completion you will be able to:

- Critically assess the nature and origins of strategic management

### Assignment Two

Due: **Week 11**

Weighting: **40%**

Essay questions and guidance will be made available in week 7. This essay will require you to critically discuss the theory, practice and ethical implications of strategic management.

#### Submission.

On-line, via Turnitin, on the unit ilearn site by 12pm (mid day) on the Friday of Week 11.

### **Extensions and Penalties:**

No extensions will be granted. There will be a deduction of 10% of the total available marks made 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 disruption of studies is made and approved. No submission will be accepted after solutions have been posted.

On successful completion you will be able to:

- Identify and analyse strategic issues in a management context
- Demonstrate awareness of contemporary challenges for and critiques of Strategic Management

## **Final Examination**

Due: **University Examination Period**

Weighting: **40%**

A two (2) hour final examination under closed book conditions and within the University formal examination period.

On successful completion you will be able to:

- Demonstrate awareness of the major conceptualisations of strategic management
- Demonstrate awareness of contemporary challenges for and critiques of Strategic Management

## **Delivery and Resources**

### **Classes**

There are 3 hours of face-to-face teaching per week, consisting of 1 x 2 hour lecture and 1 x 1 hour tutorial.

Timetables for classes can be found on the University web site at [www.timetables.mq.edu.au](http://www.timetables.mq.edu.au)

### **Prizes**

A Certificate Prize will be awarded to the student/s achieving the highest mark within this cohort.

### **Required and Recommended reading**

The required reading for this unit consists of a collection of academic articles on strategy and management that will be uploaded for you on the unit ilearn site. You will need to download and read the designated article *before* your tutorials each week and to bring the article and your notes on it to the tutorial. Your understanding of each of these articles is examined in the final exam and assessed in the two essays.

In addition, there will be a number of further articles uploaded on ilearn under each week's topic area. You will need to read a selection of these and use them in your assignments.

## Unit web Page

The web (ilearn) page for this unit can be found at <http://ilearn.mq.edu.au>

## Technology

Access to a personal computer is required for downloading resources from ilearn.

# Unit Schedule

Week	Topic	Tutorial (All articles are on ilearn and need to be downloaded, read and brought to your tutorial. Tutorial content follows a week behind the lecture)
1	<b>Introduction:</b> Ambiguous Strategy	No tutorial
2	<b>Contexts 1:</b> Military Histories of Strategy	Mintzberg, H. (1987) 'The Strategy Concept I: Five Ps For Strategy' <i>California Management Review</i> 30 (1): 11-24.
3	<b>Contexts 2:</b> Neoliberalism and Strategy	Knights and Morgan, G. (1990) 'The concept of strategy in sociology' <i>Sociology</i> 24(3): 475-483.
4	<b>Understanding Strategy 1:</b> Technical strategy	Chapter uploaded from Styrne, A. (2014) <i>Management and Neoliberalism</i> . Routledge, Oxford.
5	<b>Understanding Strategy 2:</b> Ethical Strategy	Carter, C., Clegg, S. and Kornberger, M. (2008) <i>A Very Short, Fairly Interesting and Reasonably Cheap Book About Studying Strategy</i> . London, Sage. Chapters 2 and 3. <b>First Assignment due</b>
6	<b>Understanding Strategy 3:</b> Cultural Strategy	Stansbury, J. and Barry, B. (2007) 'Ethics Programs and the Paradox of Control' <i>Business Ethics Quarterly</i> 17(2): 239-261.
7	<b>Understanding Strategy 4:</b> Global Strategy	Jackall, R. 1988. <i>Moral mazes: the world of corporate managers</i> Oxford: Oxford University Press, Chapter 4
8	<b>Understanding Strategy 5:</b> Financial Strategy	Klein, N. (2000) <i>No Logo</i> . London, Flamingo. Ch. 9
9	<b>Strategy Cases:</b> Enron, Part One	Oxfam (2016) <i>The Hidden Billions</i> . Oxfam Research Reports, Oxfam, Australia

10	<b>Strategy Cases:</b> Enron, Part Two	McLean, B. and Elkind, P. (2003) <i>The Smartest Guys in the Room</i> , Portfolio/ Penguin, New York. (Chapter 15, 'Everybody loves Enron')
11	<b>Strategy Cases:</b> The Environment, Part One	Grant, R. and Visconti, M. (2006) 'The Strategic Background to Corporate Accounting Scandals' <i>Long Range Planning</i> 39: 361-383  <b>Second Assignment Due</b>
12	<b>Strategy Cases:</b> The Environment, Part Two	Jacques, P. et al. (2008) 'The Organisation of Denial: Conservative Think Tanks and Environmental Scepticism' <i>Environmental Politics</i> 17(3): 349-38
13	Revision	

## 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)

**New Assessment Policy in effect from Session 2 2016** [http://mq.edu.au/policy/docs/assessment/policy\\_2016.html](http://mq.edu.au/policy/docs/assessment/policy_2016.html). For more information visit [http://students.mq.edu.au/events/2016/07/19/new\\_assessment\\_policy\\_in\\_place\\_from\\_session\\_2/](http://students.mq.edu.au/events/2016/07/19/new_assessment_policy_in_place_from_session_2/)

Assessment Policy prior to Session 2 2016 <http://mq.edu.au/policy/docs/assessment/policy.html>

Grading Policy prior to Session 2 2016 <http://mq.edu.au/policy/docs/grading/policy.html>

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

Complaint Management Procedure for Students and Members of the Public [http://www.mq.edu.au/policy/docs/complaint\\_management/procedure.html](http://www.mq.edu.au/policy/docs/complaint_management/procedure.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/)

## Results

Results shown in *iLearn*, or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in [eStudent](#). For more information visit [ask.mq.edu.au](http://ask.mq.edu.au).

## 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](http://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](http://ask.mq.edu.au)

## IT Help

For help with University computer systems and technology, visit [http://www.mq.edu.au/about\\_us/offices\\_and\\_units/information\\_technology/help/](http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/).

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

## Graduate Capabilities

### 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

- Critically assess the nature and origins of strategic management
- Identify and analyse strategic issues in a management context

- Demonstrate awareness of the major conceptualisations of strategic management
- Demonstrate awareness of contemporary challenges for and critiques of Strategic Management

## Assessment tasks

- Assignment One
- Assignment Two
- Final Examination

## Engaged and Ethical Local and Global citizens

As local citizens our graduates will be aware of indigenous perspectives and of the nation's historical context. They will be engaged with the challenges of contemporary society and with knowledge and ideas. We want our graduates to have respect for diversity, to be open-minded, sensitive to others and inclusive, and to be open to other cultures and perspectives: they should have a level of cultural literacy. Our graduates should be aware of disadvantage and social justice, and be willing to participate to help create a wiser and better society.

This graduate capability is supported by:

## Learning outcome

- Demonstrate awareness of contemporary challenges for and critiques of Strategic Management

## Assessment task

- Assignment Two

## Changes from Previous Offering

We have changed the second assessment task from a group report to an individual essay - based upon our judgement that the group project was not necessarily assessing each individual contributions accurately. We have also changed the length of both assessment tasks and the length of the final exam to bring the unit into-line with the University's new assessment policy. Given that the group report has been removed, we have taken out the two weeks that were set aside for students to organise their group work and replaced these with two new lecture topics (Neoliberalism and Strategy, Financial Strategy) and two new readings that relate to these topics.

## Global Contexts and Sustainability

This unit examines Strategic Management from a critical academic perspective. As such, we will be *questioning* the theories and practices of strategic management as much as learning them. A major aspect of this questioning will be an examination of the global, ethical and environmental impacts of dominant corporate strategies.



## Research and Practice

This unit requires students to engage with contemporary and classic research texts on strategy, drawn from the leading management and strategy journals and texts. As such, the unit fosters student's abilities to read and understand published academic research on the subject area.