



# BBA 350

## Strategic Management

S2 Day 2014

*Dept of Marketing and Management*

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## General Information

Unit convenor and teaching staff

Tutor

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By appointment

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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:

Critically assess the nature, origins and practice of Strategic Management.

Critically appraise the different approaches to strategy

Assess the nature of business and industry level strategic issues and the environment in which they are generated

Demonstrate a sound understanding of the main forms of strategic analysis and the ability to apply these to real life cases.

Demonstrate awareness of contemporary challenges for and critiques of Strategic Management

## Assessment Tasks

Name	Weighting	Due
<u>Final Examination</u>	40%	University Examination Period
<u>Essay</u>	30%	Week 5
<u>Case Study/ Report</u>	30%	Week 11

### Final Examination

Due: **University Examination Period**

Weighting: **40%**

#### Examination Conditions:

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

On successful completion you will be able to:

- Critically appraise the different approaches to strategy
- Assess the nature of business and industry level strategic issues and the environment in which they are generated
- Demonstrate a sound understanding of the main forms of strategic analysis and the ability to apply these to real life cases.
- Demonstrate awareness of contemporary challenges for and critiques of Strategic Management

## Essay

Due: **Week 5**

Weighting: **30%**

The essay question will be available on ilearn in week 2. It will be centred around a conceptual understanding of the nature of Strategic Management: **2000 word limit**

### **Submission:**

**Hand in essay in registered tutorial to tutor in Week 5**, with assessment marking sheet and Turnitin report and receipt attached to each essay

### **Extension:**

No extension will be granted without a Disruption to Studies Application being lodged and received by LIC

### **Penalties:**

No extensions will be granted. Late tasks will be accepted up to 48 hours after the submission deadline (BBA350 tutorial in week 5). There will be a deduction of 20% of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late. (eg. 25 hours late in submission - 40% penalty). This penalty does not apply for cases in which an application for Disruption to Studies is made and approved.

On successful completion you will be able to:

- Critically assess the nature, origins and practice of Strategic Management.
- Demonstrate awareness of contemporary challenges for and critiques of Strategic Management

## Case Study/ Report

Due: **Week 11**

Weighting: **30%**

Groups of (5 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:**

**Handed in to tutor in registered tutorial in Week 11 to tutor**, with assessment marking sheet and Turnitin report and receipt attached to each report.

**Each group member must complete a Peer assessment in week 12.**

### **Extension:**

No extension will be granted without a Disruption to Studies Application being lodged and

received by LIC

### **Penalties:**

No extensions will be granted. Late tasks will be accepted up to 48 hours after the submission deadline (BBA350 tutorial in week 12). There will be a deduction of 20% of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late. (eg. 25 hours late in submission - 40% penalty). This penalty does not apply for cases in which an application for Disruption to Studies is made and approved.

On successful completion you will be able to:

- Assess the nature of business and industry level strategic issues and the environment in which they are generated
- Demonstrate a sound understanding of the main forms of strategic analysis and the ability to apply these to real life cases.

## **Delivery and Resources**

### **What is required to complete this Unit satisfactorily:**

To complete this Unit satisfactorily, students are required to:

1. participate constructively in group work;
2. take a responsible approach to their own learning, including reading assigned parts of the text, attending classes and engaging in learning activities in classes.

### **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 University web site at:

<http://www.timetables.mq.edu.au/>

### **Prizes**

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

### **Required and Recommended Texts and/or Materials**

·Prescribed text: Grant,R; Butler,B; Orr,S & Murray,P (2014) *Contemporary Strategic Management: An Australian Perspective*. 2nd Ed Wiley Australia.

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 and have access to a personal computer in order to keep abreast of iLearn announcements and undertake other necessary tasks.

### Unit Web Page

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

## Changes since the last offering of this unit

More readings will be available to students via iLearn and the textbook has been changed, see above

## Learning and Teaching Activities

### Lectures and Tutorials

The unit is taught by lecture, tutorial discussions and student's reading of text and articles.

### 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

Read in advance the relevant week's chapter and article, 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/p](http://www.mq.edu.au/policy/docs/disruption_studies/p)

[olicy.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/)

## 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://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

### 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**

- Critically appraise the different approaches to strategy
- Demonstrate a sound understanding of the main forms of strategic analysis and the ability to apply these to real life cases.

### **Assessment tasks**

- Final Examination
- Case Study/ Report

### **Learning and teaching activities**

- Read in advance the relevant week's chapter and article, 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**

- Critically assess the nature, origins and practice of Strategic Management.
- Critically appraise the different approaches to strategy
- Assess the nature of business and industry level strategic issues and the environment in which they are generated
- Demonstrate a sound understanding of the main forms of strategic analysis and the ability to apply these to real life cases.

### **Assessment tasks**

- Final Examination
- Essay
- Case Study/ Report



## Learning and teaching activities

- The unit is taught by lecture, tutorial discussions and student's reading of text and articles.
- What is expected from students? Read in advance; prepare case studies if required for tutorials; follow current developments and news;
- Read in advance the relevant week's chapter and article, 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

- Critically assess the nature, origins and practice of Strategic Management.
- Critically appraise the different approaches to strategy
- Assess the nature of business and industry level strategic issues and the environment in which they are generated
- Demonstrate awareness of contemporary challenges for and critiques of Strategic Management

## Assessment tasks

- Final Examination
- Essay
- Case Study/ Report

## Learning and teaching activities

- The unit is taught by lecture, tutorial discussions and student's reading of text and articles.
- What is expected from students? Read in advance; prepare case studies if required for tutorials; follow current developments and news;
- Read in advance the relevant week's chapter and article, 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 outcome

- Assess the nature of business and industry level strategic issues and the environment in which they are generated

### Assessment tasks

- Final Examination
- Essay
- Case Study/ Report

### Learning and teaching activities

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

## 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

## Changes from Previous Offering

A new textbook has been reviewed and approved for this unit in 2014.2 New case studies and

vignettes to be used throughout the session

## **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