



BBA 350

Strategic Management

S1 Day 2014

Dept of Marketing and Management

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General Information

Unit convenor and teaching staff

Unit Convenor

Deborah Howlett

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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:

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 University 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.
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Essay

Due: **Week 6**

Weighting: **30%**

The essay question will be available on ilearn in week 2. It will be centred around a current business issue which requires strategic theory and application being applied. **1200 word limit**

Submission:

In class to tutor, with assessment marking sheet and turnitin report and receipt attached to each essay

Extension:

No extension will be granted without prior approval and a Special Consideration request lodged and received by LIC

Penalties:

Late submissions will be penalised at 20% of the grade for the first day and 10% each day thereafter.

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
- Analyse environmental information for use in strategic plans

Case Study/Report

Due: **Week 12**

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:

In class 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 13.

Extension:

No extension will be granted without prior approval and a Special Consideration request lodged and received by LIC

Penalties:

Late submissions will be penalised at 20% of the grade for the first day and 10% each day thereafter.

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
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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 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: 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.

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

Unit Schedule

Week	Lecture Topic	Textbook Chapters	Tutorial
1	Introduction to Strategic Management	CH 1	No Tutorial
2	Strategic Direction: Vision, Mission & Goals	CH 2	Preparing for Case Discussion / analysis Group and organisational choice finalisation
3	External Analysis	CH 3	Case Study Analysis

4	Career Management - How Employable are You?		Case Study Analysis
5	Internal Analysis	Ch 4	Discussion Questions
6	Analysing Business Strategy	CH 5	DVD and discussion Essay Due
7	Business Strategy for Dynamic Environments	CH 6	Discussion and update of Group Project
8	Analysing Corporate Strategy	CH 7	Case study analysis
9	Strategic Implementation & Corporate Structure	CH 11	Discussion Questions Finalise group presentation order Reiterate presentation guidelines
10	Game Theory and Competitor Analysis	Readings	Group Presentations
11	Measuring Strategic Organisational Performance		Group Presentations
12	International Strategies	CH 8	Group presentations Group Report Due
13	Review and revise for final examination		Peer assessment (compulsory) 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

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/hel>

p/.

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

- 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
- Case Study/Report

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

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Assessment tasks

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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:

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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

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

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