



MGMT745

Strategic Management

S1 Day 2017

Dept of Marketing and Management

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General Information

Unit convenor and teaching staff

Lecturer and convenor

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Credit points

4

Prerequisites

Admission to MRes

Corequisites

Co-badged status

MGMT 745

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:

1. To understand the nature and scope of the strategic management process and how strategy is dependent on stakeholders and group processes
2. To be able to evaluate an organisation, its strategy, and its environment in terms of congruence or strategic fit
3. To be able to apply the key strategic management tools and models

General Assessment Information

All students are expected to ensure that they are available from the start until the end of the teaching semester, which is the final day of the official examination period. Students are also expected to actively engage in class and to be able to find time to collaborate with group members outside of scheduled classes.

Assessment Tasks

Name	Weighting	Hurdle	Due
<u>Case Study</u>	60%	No	Weeks 7, 8,11 & 12
<u>Final examination</u>	40%	No	Examination period

Case Study

Due: **Weeks 7, 8,11 & 12**

Weighting: **60%**

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) Initial individual response to specific questions relating to the case study. It will require a thorough written response to specific questions. These specific questions will be presented on iLearn. This part is assessed individually and carries 30% of the overall unit mark (50% of the Case Study).** (2) a draft of the report and a plan for its completion (3) a moderate sized detailed written report and; (4) a short presentation of the key findings to the class; (5) Active participation in class discussions from week 4 through 13. In week 13, all students will have the option of submitting a peer assessment. These will be used to moderate marks within the group if group contributions have not been equal.

The assessment description and the marking criteria can be found on iLearn. The written documents are to be submitted via Turnitin, available via iLearn.

No extensions will be granted. Late tasks will be accepted up to 72 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 Disruption of Studies is made and approved.

Research and Practice

The assignment requires students to conduct original research, which involves the collection and analysis of information from a range of sources. This unit uses research from external sources as listed in the references lists on iLearn.

On successful completion you will be able to:

- 1. To understand the nature and scope of the strategic management process and how strategy is dependent on stakeholders and group processes
- 2. To be able to evaluate an organisation, its strategy, and its environment in terms of congruence or strategic fit
- 3. To be able to apply the key strategic management tools and models

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.

Research and Practice

The exam requires students to assimilate what they know from original research.

On successful completion you will be able to:

- 1. To understand the nature and scope of the strategic management process and how strategy is dependent on stakeholders and group processes
- 2. To be able to evaluate an organisation, its strategy, and its environment in terms of congruence or strategic fit
- 3. To be able to apply the key strategic management tools and models

Delivery and Resources

The textbook used in this unit is: Johnson, G., Whittington, R. & Scholes, K., Angwin, D., & Regnér, P. (2013) Exploring Strategy (10th Edition). Harlow England: Pearson Education, ISBN: 9781292002552.

Additional required readings will be available via iLearn.

A total mark of 50 or higher (out of 100) is required to complete this unit.

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

Access to a personal computer is required to access iLearn; students are required to use word processing and Turnitin for submitting assignments. You will need to bring a WiFi enabled device to every class to use in student centred, problem based learning activities and for access to online analytical tools. The web page for this unit can be found at: iLearn <http://ilearn.mq.edu.au>

The timetable for classes can be found on the University web site at: <http://www.timetables.mq.edu.au/>

Unit Schedule

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S1

Week	Topic Name	Pre Reading: Sections from the textbook (10th edition), other readings found on iLearn. <i>Assessment Tasks</i>
1	Introductions Who, Why, What, Overview, Lenses	Chapter 1
2	Strategic Fit Congruence Model, Evaluating Strategy, Environment (1) – PESTEL.	Porter (1996) iLearn
3	External Environment Environment, Industry Analysis, Five Forces, Industry Life Cycle.	Sections 2.1-2.3 & 2.5 Porter(2008) iLearn (covers largely 2.3.1)
4	Business Strategies Strategic Business Units, Competitive Strategies, Porter's Generic Strategies, Blue Ocean Strategy	Chapter 6 (Sections 6.1-6.3) Kim & Mauborgne (2005) iLearn
5	Resources and Capabilities Resource based view, sustainable competitive advantage, Strategic Groups.	Chapter 3 & Section 2.4 Barney (1991) iLearn
6	Dynamic Strategies and Game Theory Interactive Strategies, Cooperation, Game Theory	Sections 6.4 Brandenburger & Nalebuff (1995) iLearn
7	Innovation and Entrepreneurship Types of innovation, first and second mover advantages, diffusion.	Chapter 9 Lundmark (2010) iLearn

	<i>Semester Break</i>	<i>Individual part of the case study due</i>
8	Inside the Organisation	Sections 5.3, 13.4 & p.167, 547 Waterman, Peters & Phillips (1980) Mintzberg (1980) iLearn
9	Harvard Case Study (Groups)	The Group Case Study (iLearn). <i>Group Case Study First Draft</i>
10	Corporate Strategies Scope, Diversification, Portfolios, Mergers, Acquisitions, and Alliances.	Sections 7.1-7.5, 7.7.1, 10.1-10.3.3 & p.251
11	Strategy in Practice (Process) How strategy comes about, the role of planning and improvisation.	Chapter 12 & Sections 4.3-4.5 + p.132 <i>Group Report Due</i>
12	Case Presentation	<i>Group Presentations in Class</i>
13	Review	

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Learning and Teaching Activities

Active learning

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 great importance not only to the participating student but to the whole class.

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_2016.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

Disruption to Studies Policy (in effect until Dec 4th, 2017): http://www.mq.edu.au/policy/docs/disruption_studies/policy.html

Special Consideration Policy (in effect from Dec 4th, 2017): <https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policies/special-consideration>

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/

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.

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://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

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

- 1. To understand the nature and scope of the strategic management process and how strategy is dependent on stakeholders and group processes
- 2. To be able to evaluate an organisation, its strategy, and its environment in terms of congruence or strategic fit
- 3. To be able to apply the key strategic management tools and models

Assessment tasks

- Case Study
- Final examination

Learning and teaching 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 great importance not only to the participating student but to the whole class.

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

- 1. To understand the nature and scope of the strategic management process and how strategy is dependent on stakeholders and group processes
- 2. To be able to evaluate an organisation, its strategy, and its environment in terms of congruence or strategic fit
- 3. To be able to apply the key strategic management tools and models

Assessment tasks

- Case Study
- Final examination

Learning and teaching 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 great importance not only to the participating student but to the whole class.

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 outcome

- 2. To be able to evaluate an organisation, its strategy, and its environment in terms of congruence or strategic fit

Assessment task

- Case Study

Learning and teaching activity

- 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 great importance not only to the participating student but to the whole class.

Changes from Previous Offering

No changes since last offering – both the prior version of the textbook and the most recent one can be used.

Global Contexts & Sustainability

In an ever more globalised and interconnected world, the sustainability of organisational practice is increasingly important. The concepts and frameworks introduced in this unit will help students analyse and make sense of some of the complexities underlying sustainable organisational practice.

Research and Practice

The assignments requires students to conduct original research, which involves the collection and analysis of information from a range of sources. This unit uses research from external sources as listed in the references lists on iLearn.