



MGNT602

Strategy Frameworks and Evaluation

Term 1 North Ryde 2018

MGSM Degree Programs

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Disclaimer

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General Information

Unit convenor and teaching staff Lecturer Andrew Mikhail andrew.mikhail@mgsu.edu.au
Credit points 4
Prerequisites Admission to MMgmt
Corequisites
Co-badged status
Unit description Within this unit, students explore the cannon of strategic frameworks commonly used by businesses, world-wide, to identify sources of and achieve sustainable competitive advantage. The frameworks enable students to follow the strategy process, i.e., analyse and synthesise the external environment, internal capabilities and viable strategic opportunities for a business unit or organisation. Further, this process is applied to live cases, with a focus exploring the trade-offs inherent in choosing a strategic path.

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:

Evaluate the role of organisational leadership in achieving strategic, responsible change, and superior organisational performance.

Synthesise and ethically balance a range of strategy frameworks and models in the context of international cultures, markets and industries, to improve an organisation's competitive positioning and competitive advantage.

Develop a 'triple bottom-line' approach to organisational strategy that encompasses corporate social responsibility, effective corporate governance, environmental sustainability, and ethics into business decision-making.

Apply strategy frameworks and tools in ways that create resilient and sustainable organisations to benefit a wide spectrum of relevant stakeholders.

Assessment Tasks

Name	Weighting	Hurdle	Due
<u>Individual case analysis</u>	20%	No	9am (AEST) of 14 February 2018
<u>Group presentations</u>	30%	No	Sessions 7-10
<u>Final examination</u>	50%	No	MGSM Term 1 exam week

Individual case analysis

Due: **9am (AEST) of 14 February 2018**

Weighting: **20%**

Choose a business story from the current business press that involves a firm or an industry in strategic change. Write an analysis of the story, summarizing the facts of the story in the first paragraph, and then bringing out the strategic significance of the story from either a resource-based view, or the Porter 5-forces view. The body of the assignment is to be an original analysis, not a mere summary of events. Only use data from the article, not from other sources.

Use a quality business press article for your individual assignment. Quality articles are to be found in the Financial Times business pages, the Wall Street Journal, the Australian Financial Review, the South China Morning Post. Alternatively, you can research an article in the business press through the Factiva database.

Please DON'T do the following with this assignment:

- Do not use press release or PR releases
- Do not use lists and bullet points
- Do not “research” the topic. Use ONLY data from the article. Therefore, do not use references or appendices
- Do not provide recommendations

Please ensure the following for this assignment:

- Attach a copy of the article to the assignment. Do not use an URL.
- The date and source of the article must be clear
- Max 1000 words with 11 pt font with 1.5 spacing. You will be penalized 5 marks for every 100 words over
- Please ensure your full name, student number, unit code (MGNT602), unit name (Strategy frameworks and evaluation), and lecturer (Andrew Mikhail) is clearly visible on

your assignment.

A marking criterion matrix will be made available on the class iLearn page which will be applied to this assessment.

Submission:

Students are to submit 1 x soft-copy **and** 1 x hard-copy of their individual report on the due date as listed in the box above. The soft-copy submission will be submitted to Turnitin via the MGSM iLearn portal, a program used to ensure the originality of the work undertaken by the submitter. The hard-copy submission will be used for marking purposes by the lecturer. The hard-copy submission should be *single sided and stapled at the top left-hand corner, with a hard copy of the article attached to the back of the assignment (please do not attach the article to the soft-copy version of your assignment)*.

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:

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Group presentations

Due: **Sessions 7-10**

Weighting: **30%**

Duration: 45 minute per group

Format: Oral class group presentation

Date: During sessions 7 - 10 depending on group allocation

You will be a member of a group of students and assigned to a particular industry/sector or company for the purposes of this assignment. Your group must conduct a comprehensive strategic analysis as described below.

This assessment task will be marked in the following ways:

- 15% of the total 30% weighting - The group as a whole will be marked according to the quality of the final presentation slide set that will be submitted to the lecturer and delivered to the class.
- 15% of the total 30% weighting - Each group member will be individually marked according to the quality of the delivery of their oral presentation, as well as how well the individual deals with questions from both the audience and the lecturer.

As part of the submission, the group is also required to provide, on one page, a statement of exactly what each member did for this task, signed off by each member of the group. If there are sizable discrepancies concerning contributions within the group, the lecturer reserves the right to apportion marks unequally.

Groups must ensure that all members contribute equally to the assignment. Should any difficulty occur with this, the group should talk with the lecturer as soon as possible. At the time of handing in the assignment the group should agree on what percentage of the mark each person should receive. You should indicate this information on the cover sheet of the assignment.

If the group assesses the contribution of each member as equal, each would receive 100% of the final mark. In cases where the group decides that some members did not contribute equally, this should be reflected in the percentage (if there is problem in the group, please tell me sooner rather than later).

The case study and presentation times (subject to change) for each group have been assigned as below:

Session 7

Group 1 - Industry/sector: Banking

Group 2 - Nominated company: CBA

Session 8

Group 3 - Industry/sector: Food retailing

Group 4 - Nominated company: Woolworths

Session 9

Group 5 - Industry/sector: Consumer electronics

Group 6 - Nominated company: Harvey Norman

Session 10

Group 7 - Industry/sector: Health insurance

Group 8 - Nominated company: NIB

Use the frameworks and concepts from the course to identify and discuss the appropriate key features and strategic factors of the sector/industry that has been assigned to you.

The following suggestions **may assist you in preparing** the group assignment. This is not a template to be replicated but a starting point for you to further develop.

(a) Groups assigned to an industry (or industry sector)

Use recent and older data/evidence (references to be included) from multiple sources (i.e. from the past 1-5 years) to analyse the industry/ sector in terms of:

- Products, buyer, suppliers, overall size and importance
- Structure of the industry and participants (who are the rivals?)
- Demand - supply characteristics, growth, prospects for the future (Threats and opportunities)
- Environmental factors- e.g. changes in technology, and other global influences
- Profitability of the industry and who captures the profits
- Basis of competition between industry participants; strategic groups; rivalry, etc.
- Sources of competitive advantage in the industry- Key competitive success factors
- Other relevant issues

Determine what the strategic issues are – i.e. what are the future threats, opportunities and external environmental changes that can be expected to impact on the future of the industry.

Based on this analysis generate recommendations linked to your analysis for **either** a new industry entry from a company not yet in the industry **or** for the repositioning of an existing rival in the industry.

(b) Groups assigned to an company

Strategy Identification and Evaluation

Use recent and older data from multiple sources (i.e. from the past 1-5 years and with references) to:

Study the formulation & implementation of strategy of the **nominated company** that has been assigned to your group.

Detail the way in which the **nominated company** has evolved/positioned itself/implemented its strategy in recent years in the industry/sector. **Focus on a resources and capabilities view** to show how competitive advantage has been built.

Determine/ conclude what the strategic issues are for the future of the firm.

In line with your strategic analysis make recommendations for the future that could improve the company's strategy/positioning. Explain your criteria for doing so (i.e. show how the recommendations logically link to your strategic analysis).

A marking criterion matrix for both the industry/sector and nominated company will be made available on the class iLearn page which and will be applied to this assessment. Students/groups

should follow the marking criterion matrix related to their allocated assignment.

Submission:

Groups are to submit 1 x soft-copy **and** 1 x hard-copy of their presentation slides to the lecturer on the day of the group's presentation. For the soft-copy, please only submit in PowerPoint format only (No PDF files) to andrew.mikhail@mgsm.edu.au.

On successful completion you will be able to:

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- Apply strategy frameworks and tools in ways that create resilient and sustainable organisations to benefit a wide spectrum of relevant stakeholders.

Final examination

Due: **MGSM Term 1 exam week**

Weighting: **50%**

Duration: 3 hours plus 10 minutes reading time

Format: Open book final examination

Date: MGSM Term 1 exam week: 19-24 March 2018

You are expected to present yourself for examination at the time and place designated in the MGSM examination timetable. The timetable will be available on 30 January 2018

at <https://students.mgsm.edu.au/sydney-students/units/exams/>

The final examination will be **open book** and will consist of single case study and four mandatory questions covering content from your unit materials, as well as exercise and group discussions. More details on the exam will be provided over the term. You will be provided with the case before the exam. You can use books, notes and a non-programmable calculator. Notebook computers, iPads, tablets, PDAs and similar are not allowed.

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Delivery and Resources

Required text

Johnson, G., Whittington, R., Scholes, K., Angwin, D. and Regner, P. (2017). Exploring strategy. 11th edition. Harlow, UK: Pearson Education Limited. ISBN: 9781292145129

Please note: It is recommended that you read the chapters suggested in the unit guide prior to the relevant class.

A selection of readings on Strategic Management will also be made available. Specific articles are recommended for review in connection with each class session. Optional readings (classic and contemporary) are listed below for students interested in reading further in the field of Strategic Management.

Where to purchase textbook?

The Coop Bookshop: The Coop Bookshop is our main retailer for textbooks and other related academic material. For information on textbook prices and online ordering, please refer to The Co-Op Bookshop webpage at <http://www.coop.com.au>

Pearson Education Australia – Online store: This textbook is also available for order via the publisher's online store. For information on textbook prices and online ordering, please refer to the Pearson Education Australia online store at <http://www.pearson.com.au/9781292145129>.

eBook disclaimer: Please note that although this unit has an open book final examination, only hard-copy versions of this textbook will be allowed into the examination room. eBooks will not be allowed in the examination room, but you can however print your eBook out and bring the printed copy into the examination room. Students who wish purchase the eBook and have it printed must do so at their own expense. MGSM will not be providing printing services of eBooks.

Disclaimer: MGSM does not take responsibility for the stock levels of required textbooks from preferred retail outlets and other book retailers. While we advise our preferred book retail outlet, The Co-op Bookshop, of our maximum expected number of students purchasing specific required text each term, The Co-op Bookshop and other book retailers will make their own judgement in regard to their physical holding stock levels. To prevent disappointment if a textbook is out-of-stock, we highly advise students to order their textbooks as early as possible, or if the required textbook is currently out-of-stock, place an order with the book retailer as soon as possible so that these book retailers can monitor demand and supply, and adjust their stock

orders accordingly.

Other optional resources

We have also provided additional material in the iLearn unit (articles, book chapters and video links) as a resource for you. These supplementary unit materials are not compulsory and have been provided as extra resources should you be particularly interested in a topic.

Optional reading resources

Below is a list of other readings related and extended beyond this unit which you may wish to look into.

- Afuah, A., Strategic Innovation, Routledge, New York, 2009
- Black, R.J., Organisational Culture: Creating the Influence Needed for Strategic Success, Routledge, New York, 2003
- Collins, J.C. and Porras, J.I., Built to Last - Successful Habits of Visionary Companies, Harper Collins, New York, 1994
- D'aveni, R.A. & MacMillan, I.C.; Hypercompetition, The Free Press, New York, 2006.
- De Wit, B. and Meyer, R., Strategy Synthesis, South- Western Publishing, Hampshire, 2010.
- Fleisher, C.S. and Bensousson, B. E., Business and Competitive Analysis, FT Press, New Jersey, 2009
- Goold, M. and Campbell, A., Strategy and Styles - The Role of the Centre on Managing Diversified Corporations, Basil Blackwell, Oxford, 1990
- Grant, R.M., Contemporary Strategy Analysis, Blackwell, 1992
- Hamel, G. and Prahalad, C.K., Competing for the Future, Harvard Business School Press, Boston, 1994
- Hamel, G., Leading the Revolution, McGraw Hill, 2000.
- Hodgett, R.M., et al, International Management: Culture, Strategy and Behaviour, HarperCollins, New York, 2005.
- Hubbard, G., Strategic Analysis: Thinking, Analysis and Action, Pearson Prentice Hall, 2004
- Kim, W.C. and Mauborgne, R., Blue Ocean Strategy, Harvard Business School Publishing, Boston, 2005.
- Kotler, P. and Caslione, J.A., Chaotics, Amacom, New York, 2009
- Kotter, J.P. and Heskett, J.L., Corporate Culture and Performance, Free Press, 1992
- Mazarr, M.J., Global Trends 2005: An Owner's Manual for the Next Decade, MacMillan, 1999.
- Mintzberg, H., The Rise and Fall of Strategic Planning, Prentice Hall, 1994

- Mintzberg, H. and Quinn, J.B., The Strategy Process, Prentice-Hall International, 1991
- Montgomery, C.A and Porter, M.E., (Eds) Strategy: Seeking and Securing Competitive Advantage, Harvard Business Review, 1991
- Munck, B. et al., Culture and Change, Harvard Business Review Paperback Series, 2002
- Ohmae, K., The Mind of the Strategist, McGraw-Hill, 1982
- Porter, M.E., Competitive Strategy, Free Press, 1980
- Osterwalder, A. and Pigneur, Y., Business Model Generation, Wiley, New Jersey, 2010.
- Porter, M.E., Competitive Advantage: Creating and Sustaining Superior Performance, Free Press, 1985
- Senge, P.M., The Fifth Discipline, Double Day Currency, 1990
- Taylor, W.C. & LaBarre, P.G., "Mavericks at Work", HarperCollins, New York, 2006.
- Thompson, A.A. and Strickland, A.J., Crafting and Implementing Strategy, Richard D. Irwin, 1995
- Thompson, J.L., Strategic Management, Chapman and Hall, 1993
- Tichy, N.M. and Sherman, S., Control Your Destiny or Someone Else Will, Doubleday, 1993
- Zeng, M. and Reinartz, W., Beyond Online Search: The Road to Profitability, California Management Review, No 251, January 2003

MGSM iLearn

The web page for this unit can be found at: <https://ilearn.mq.edu.au/login/MGSM>

Technology

Access to a personal computer is required to access resources and learning material from iLearn.

Unit Schedule

This class for 2018 Term 1 is scheduled every Wednesday morning from 9am to 1pm, starting from 10 January 2018 and finishing on the 14 March 2018.

Students are required to attend all classes for the class they are enrolled in.

This unit will be presented over 10 sessions as follows:

Session	Topics and associated case studies/readings/textbook chapters
1	Leadership and organisational change Case study: GE's growth strategy: The immelt initiative Textbook chapters: 1 & 14

Session	Topics and associated case studies/readings/textbook chapters
2	A history of strategy Case study: Dogfight over Europe - Ryanair Textbook chapter: 6
3	Environmental and industry analysis Case study: Skil corporation Textbook chapter: 2
4	Resources based view of the firm - Strategic capabilities Case study: Apple Inc. in 2015 Textbook chapter: 3
5	Blue ocean strategy Case study: Crafting winning strategies in a mature market: The U.S. wine industry in 2001
6	Growth and diversification Case study: Microsoft's Diversification Strategy Textbook chapters: 7 & 10
7	Hyper competition + group presentations Textbook chapters: 9
8	Corporate strategy - Resilience and sustainability + group presentations Textbook chapters: 4
9	Entering an industry + group presentations Textbook chapters: 6
10	Overview and exam preparation + group presentations
	Final exam week: 19 - 24 March 2018

Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central \(https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-centr](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-centr)

al). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- [Academic Appeals Policy](#)
- [Academic Integrity Policy](#)
- [Academic Progression Policy](#)
- [Assessment Policy](#)
- [Fitness to Practice Procedure](#)
- [Grade Appeal Policy](#)
- [Complaint Management Procedure for Students and Members of the Public](#)
- [Special Consideration Policy](#) (**Note:** *The Special Consideration Policy is effective from 4 December 2017 and replaces the Disruption to Studies Policy.*)

Undergraduate students seeking more policy resources can visit the [Student Policy Gateway](https://students.mq.edu.au/support/study/student-policy-gateway) (<https://students.mq.edu.au/support/study/student-policy-gateway>). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

If you would like to see all the policies relevant to Learning and Teaching visit [Policy Central](http://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central) (<http://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/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/study/getting-started/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

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

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- Develop a 'triple bottom-line' approach to organisational strategy that encompasses corporate social responsibility, effective corporate governance, environmental sustainability, and ethics into business decision-making.
- Apply strategy frameworks and tools in ways that create resilient and sustainable organisations to benefit a wide spectrum of relevant stakeholders.

Assessment tasks

- Individual case analysis
- Group presentations
- Final examination

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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- Final examination

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

- Evaluate the role of organisational leadership in achieving strategic, responsible change, and superior organisational performance.
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context of international cultures, markets and industries, to improve an organisation's competitive positioning and competitive advantage.

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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

- Evaluate the role of organisational leadership in achieving strategic, responsible change, and superior organisational performance.
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- Develop a 'triple bottom-line' approach to organisational strategy that encompasses corporate social responsibility, effective corporate governance, environmental sustainability, and ethics into business decision-making.
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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:

Learning outcomes

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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 outcomes

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Socially and Environmentally Active and Responsible

We want our graduates to be aware of and have respect for self and others; to be able to work with others as a leader and a team player; to have a sense of connectedness with others and country; and to have a sense of mutual obligation. Our graduates should be informed and active participants in moving society towards sustainability.

This graduate capability is supported by:

Learning outcomes

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Assessment tasks

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- Group presentations
- Final examination

Changes from Previous Offering

Assessment tasks: Individual and group component assessment tasks have been modified. The group component has been changed from a written assignment to a presentation, with more assessment weighting added. Also, a minimum of 50% of the assessment weight of a the group work task has been allocated to individual performance as per Macquarie University assessment policy. The individual component remains as a written assignment, but with reduced word length and assessment weighting.

Delivery and resources: Required textbook has been updated to the 11th edition of 'Exploring strategy'. Second textbook titled 'Internet of things and data analytics handbook' has been removed.

Unit schedule: Changes of topics for some sessions, as well as the order they are presented in. Some cases and readings have also been changed.

Alignment of this unit with MGSM's mission-driven attributes

- **Leadership:** The unit developed my understanding of the role of leadership at a strategic level within organisations and its importance in achieving superior performance through incremental and transformational change.
- **Global mindset:** The unit supported my ability to apply a range of strategy frameworks and models to firms that operate in international markets across a wide range of industries in order to improve competitive positioning.
- **Citizenship:** The unit allowed me to develop an appreciation of how firms contribute to society by their adoption of a 'triple bottom-line' approach that encompasses corporate social responsibility, corporate governance and ethical decision-making.
- **Creating sustainable value:** The unit encouraged my understanding of how effective strategy creates sustainable competitive advantage that benefits all stakeholders.

Attendance Policy (MGSM)

The interactive environment of the classroom is central to the MGSM experience. Students are required to attend the full duration of all classes for the units in which they are enrolled. We recognise that exceptional circumstances may occur, such as unavoidable travel on behalf of your organization or the serious illness or injury of you or a close family member.

Special consideration may be given for a maximum of 20% non-attendance for such circumstances as long as lecturers are contacted in advance, and supporting documentation provided, to request exemption from attendance. Failure to abide by these conditions may result in automatic withdrawal, with academic and/or financial penalty. The full Student Attendance Policy is published in the MGSM Student Handbook at <https://students.mgsm.edu.au/handbook>.

Content Disclaimer

These unit materials and the content of this unit are provided for educational purposes only and no decision should be made based on the material without obtaining independent professional advice relating to the particular circumstances involved.