MGNT812

Managing Strategically

Term 4 North Ryde 2019

Department of Management

Contents

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
Lecturer and Unit Convenor
Associate Professor Kyle Bruce
kyle.bruce@mq.edu.au
Contact via 0432200238

Credit points
4

Prerequisites
Admission to MMgmt and 16cp

Corequisites

Co-badged status

Unit description
This unit is concerned with the many managerial plans and actions involved in companies' quest to gain and sustain competitive advantage over rivals, how they might stay "in fit" with ever-changing environments, and how they manage strategic change. This is an integrative unit drawing from a range of different disciplines and bringing together much of the concepts/ ideas/subjects that students have been exposed to in earlier units. The purpose of this unit is to help students develop their own point of view on the formulation and implementation of strategy and on the roles and tasks of strategic leaders. The basic aim is to teach students how to think and act like strategic managers and leaders within an organisation.

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:

Appreciate the centrality of Purpose and critical role of the Strategic Leader

Analyse a firm's external environment, identifying factors underpinning opportunities and threats for the firm

Diagnose a firm's internal resources and capabilities, pinpointing where and how these represent strengths and weaknesses in terms of a firm's ability to navigate its external environment

Appreciate higher-order corporate strategy decisions concerning WHERE firms should compete in terms of product/service markets, geographic markets, and value-chain orchestration

Appreciate HOW firms should compete in particular markets, paying particular attention to structural and cultural requirements for competitive strategy

Evaluate a firm's strategic options

Appreciate the centrality of successful strategy execution/implementation

Assessment Tasks

Name	Weighting	Hurdle	Due
Group Assignment	60%	No	TBA
Final Exam	40%	No	TBA

Group Assignment

Due: **TBA**
Weighting: **60%**

Assignment rationale You are a member of a syndicate group that will complete the assignment as a team but you will be marked only on your individual contribution to the assignment. This safeguards against shirking, "free-riding", or social loafing (a topic in and of itself !). You will collectively select an organisation and consider a critical issue(s) affecting the performance of this organisation i.e. its effectiveness or efficiency from an Strategy perspective. The issue may be something positive in or outside the organisation, or else it maybe something negative or a "horror story". Your job as individuals and as a team is to undertake a comprehensive analysis of the issue(s) utilising knowledge and skills developed from MGNT812 i.e. by applying topics from the unit.

The purpose of the assignment is to enable you to: • undertake independent research • apply topics from the unit • communicate the findings of a formal piece of work and meet a deadline and enhance written communication skills

Your individual contribution to the group assignment should be about 1500-2500 words, 12pt font size with double spacing.

Each member of the syndicate group must clearly identify which element of the group assignment is their individual contribution by putting their names in brackets next to the heading of their section (which should be the titles of topics in the unit).

Assessment criteria: • ability to interpret and analyse the organisation's situation • ability to apply unit knowledge (i.e. theories, models, concepts, etc.) to analyse the company • thoroughness of research undertaken, extent of reading, collection of relevant data, etc. • ability to logically arrange and present the materials • full acknowledgment of sources consulted,

references used etc. including the bibliography • written presentation to an acceptable postgraduate standard

Guide to the assignment This assessment task is to gauge how well you can apply 4-5 (depending on numbers in the syndicate group) relevant topics/concepts from the unit to a 'real-life' organisation. What you need to do early on is to select an organisation - either domestic or international - for detailed analysis. The organisation may be of any size and it is likely that data availability will vary with size and international recognition.

What I am trying to get at in this task is how well you understand the ideas presented in this unit and how well you can articulate this knowledge by applying it to an actual situation. The emphasis is on understanding, rather than presentation. You are not describing, but analysing situations/behaviour. Assignments that are excessively descriptive or make excessive use of point-form, will not achieve a very high grade.

Basic issues to be addressed MIGHT include (in no particular order):

- Brief **overview** of the organisation
- **Purpose and Strategic Leadership**
- The organisation's **external environment:** PESTEL, Industry Analysis, Competitor Analysis
- The **internal environment** of the organisation: does your firm have any distinctive strategic resources/assets? HOW/WHY?
- **Corporate Strategy**: is the organisation **diversified**? WHY/WHY NOT? How did it diversify i.e. organic v. **merger or acquisition**? Is the diversification **related** or **unrelated**? HOW/WHY?
- The organisation's **value chain and vertical boundaries**: what value chain activities does it perform in-house, what activities are outsourced, HOW/WHY?
- Any **cooperative arrangements** (alliances, JV's, etc.) it has in its value chain and WHY? Relationships with suppliers, distributors, retailers, etc. and WHY?
- **International/global strategy**: is the organisation a global firm? HOW/WHY?
- **Competitive Strategy**: how is it competing against rivals? Market "tipping"; network effects; positive feedback
- Does your firm have a **competitive advantage**? HOW/WHY?
- If yes, is this advantage **sustainable**? HOW/WHY?
- Is your firm **executing** well? HOW?WHY?

Not all of these issues will be relevant for every organisation. Notice that I emphasise **HOW & WHY issues** because if you do this, then you will be **analytical**, rather than descriptive. Students are required to use their initiative in what issue they address, and what issues they ignore. Likewise, you are required to use your initiative in how you structure/organise and present the issues addressed – there is no model answer or blue-print for success in this exercise, though

some examples of both good and bad past assignments will be provided. These should be regarded as indicative of style and structure rather than of content.

The assignment should include the following:

- Executive summary (one page, single-spaced)
- Brief introduction to the organisation and overview of topics or unit material applied in the assignment
- Analysis (the bulk of the assignment)
- Conclusions/findings, together with any recommendations and lessons learned
- Appendices, if any

Submission details One student from each group will submit a soft-copy of this assessment on behalf of their syndicate group in the class iLearn page on the due date as specified by the lecturer in class. The soft-copy submission will be submitted to Turnitin via the Macquarie University iLearn portal, a program used to ensure the originality of the work undertaken by the submitter/s. Please also ensure that the filename of your assessment is appropriately titled (MGNT812-Group#.docx), and that you only save your document in Microsoft Word format. No hard-copy is needed to be submitted.

The assignment should have the following structure:

1. A title page with all student names and student numbers, allocated group number, title, and word count of the text. 2. A one page (single-spaced) executive summary that outlines the assignment's structure, the organisation studied (as appropriate), the key issues according to the group, how the group has demonstrated analysis, what the group has found, and recommendations, lessons, insights as appropriate. 3. Body of the assignment with appropriate headings and citations. 4. Reference list (Harvard referencing style) 5. Appendices as appropriate.

Late assignments will be penalised up to 10% per day unless you have applied for special consideration, and that application is considered acceptable. Applications for extensions must be made before the submission date, and will only be granted in exceptional circumstances. Since most of us suffer from constant pressure of work, it would not be considered an 'exceptional circumstance'.

On successful completion you will be able to:

- Appreciate the centrality of Purpose and critical role of the Strategic Leader
- Analyse a firm's external environment, identifying factors underpinning opportunities and threats for the firm
- Diagnose a firm's internal resources and capabilities, pinpointing where and how these represent strengths and weaknesses in terms of a firm's ability to navigate its external environment

- Appreciate higher-order corporate strategy decisions concerning WHERE firms should compete in terms of product/service markets, geographic markets, and value-chain orchestration
- Appreciate HOW firms should compete in particular markets, paying particular attention to structural and cultural requirements for competitive strategy
- Evaluate a firm's strategic options
- Appreciate the centrality of successful strategy execution/implementation

Final Exam

Due: **TBA**
Weighting: **40%**

The final exam is open book, and will consist of 3 questions relating to a case study made available to you on the day of the exam. In the space available to communicate your ideas and reflections, you are required to demonstrate your understanding of unit material via reflective application to the case. More details on the exam will be provided in Session 10.

You can use books, notes, laptops, iPads, or tablets,.

You are expected to present yourself for examination at the time and place designated in the MGSM examination timetable. The timetable will be available at https://students.mgsm.edu.au/sydney-students/units/exams/.

On successful completion you will be able to:

- Appreciate the centrality of Purpose and critical role of the Strategic Leader
- Analyse a firm's external environment, identifying factors underpinning opportunities and threats for the firm
- Diagnose a firm's internal resources and capabilities, pinpointing where and how these represent strengths and weaknesses in terms of a firm's ability to navigate its external environment
- Appreciate higher-order corporate strategy decisions concerning WHERE firms should compete in terms of product/service markets, geographic markets, and value-chain orchestration
- Appreciate HOW firms should compete in particular markets, paying particular attention to structural and cultural requirements for competitive strategy
- Evaluate a firm's strategic options
- Appreciate the centrality of successful strategy execution/implementation

Delivery and Resources

Pre-class preparation essential for success

The role of the lecturer: The lecturer/facilitator is NOT there to provide "the answer", but rather to draw out issues, analysis and recommendations from participants. The lecturer may take the role(s) of: devil's advocate, challenger, defender, facilitator, or protagonist.

The role of the student: The better prepared the individual, the richer the learning experience. Having done the preparation before class, students have the opportunity to explore issues in depth and to argue their decisions and recommendations. The learning experience is closely correlated with the level of preparation.

I (the Lecturer) am a dedicated advocate of **active learning**, which is to say that I do not profess to know everything about Strategy, will not have time to go over every single detail of Strategy, and expect that you will actively engage with the subject matter both before and during the sessions.

You are all very different learners and you all bring very different sets of experience/skills/ knowledge. My role is to act as a 'guide' through the maze that is Strategy, so ideally you will be learning some things from me, some things from the textbook, readings and from the case studies, and some things from each other as you engage in debate and share ideas/ experiences/thoughts.

The emphasis in all sessions is on **participatory action-learning** through informed debate and discussion. For this to be successful, **you must prepare the case prior to the session**.

The unit has a strong focus on the **application** of the unit concepts and theories to the selected case studies to make sense of the multiple perspectives on how Strategy works and what is successful. Through exploring and applying Strategy concepts in a wide range of situations you will develop your own competence in Strategy thinking and evidence-based decision making.

However, **deep learning** cannot be achieved through an over-reliance on the use of prescribed tools and frameworks; it **requires informed debate and discussion**. So, whilst we apply a Strategy 'toolkit', you will develop your own point of view through your own analysis of a number of organisations in a diverse range of industries and geographic locations. Following this, you will deduce what decisions and recommendations to make that will enhance the organizational health of the total enterprise.

So, it is important to accept that there is no one "right answer", only rational and defensible arguments.

Pre-week 1 preparation

In week 0 (the week before Week 1 of term):

- Read *How to Prepare and Discuss Cases*.
- Watch the following clips found on the MGNT812 iLearn page:
  - Harvard Business School: "Inside the case method", Part 1 of 2
  - Harvard Business School: "Inside the case method", Part 2 of 2
- Read all compulsory readings and read and prepare the case, *Howard Schultz and Starbucks Coffee Company.*

Case study preparation

There is no prescriptive procedure for doing a written case analysis; only some general guidelines as outlined below – this is because company situations and management problems are diverse and therefore there is no one way to approach a written case assignment.

1. Perform an analysis or evaluation that is appropriate to identify any Strategy issues that you think might be helping or hampering the organisation's effectiveness and/or efficiency.
2. Identify the key Strategy issues that management needs to address.
3. Consider some options that make sense to improve or strengthen the organisation's effectiveness and/or efficiency.

You are required to offer analysis and evidence to back up your conclusions. Do not rely on unsupported opinions, overgeneralizations, and platitudes as a substitute for tight, logical argument backed up with facts and figures.

Demonstrate that you have a command of the Strategy concepts and analytical tools to which you have been exposed. Use them in the assignments and the exam to answer the questions.

For more, see the **preparing case analysis for exercises and exam document** on the MGNT812 iLearn page.

Class process

Most sessions will be organized into 3 interconnected blocks of roughly 45 mins with some "breathers" interspersed between, plus an after-class "debrief". The blocks – in no particular order (we will mix it up) will consist of:

- a facilitated discussion or debrief of the lecture slides and essential readings, which you must read
- a group "breakout" where you discuss the assigned case (which I assume you have read) and/or group assignment;
- a plenary discussion of the case wherein I will "cold call" on groups and/or individuals to lead the discussion. Please avoid embarrassment by warning me before class if you're unprepared or, if you're not comfortable with class participation, let me know before term so we can work on this to help you overcome this barrier; and finally
- an after-class debrief (via email and/or podcast); in this case-oriented, discussion-based unit, much of the learning happens after class, as the "dust settles" and the "take-away" lessons become clear.

Class etiquette

An atmosphere of mutual respect and professionalism is in order. So please...

- mobiles on silent and avoid using mobile devices for anything other than class work

- arrive at class on time: late arrivals disrupt the class and your fellow classmates; excessively late students will not be admitted to the class
- avoid leaving the classroom while the class is in progress: urgent one-off priority phone calls or toilet visits aside, our class is a collective conversation of which you are an integral part
- do not engage in private or side conversations during class.

Compulsory Readings|Resources|Cases

Your ability to pass and succeed in this unit is heavily reliant on your familiarity with these compulsory readings, especially the case studies. They form the basis of the sessions, the assignment and the final exam. These readings have been selected because they give the most effective overview available of the theories and frameworks covered in this unit.

Topic	Topic name	Mandatory Readings|Resources|Cases
1	INTRODUCTION TO STRATEGY; PURPOSE; STRATEGIC LEADERSHIP	- Collis, D. & Ruckstad, M. (2008) Can you Say What Your Strategy Is? *Harvard Business Review* April, 82-90. - Leitch, et al. (2016) Ten Principles of Strategic Leadership, *strategy+business* Autumn. - Malnight et al. (2019) Put Purpose at the Core of Your Strategy, *Harvard Business Review* Sept-Oct, 70-79. - Montgomery, C. (2008) Putting Leadership Back into Strategy, *Harvard Business Review* Jan. - Montgomery, C. (2012) How Strategists Lead, *McKinsey Quarterly*, July. - Rumelt, R. (2011) The Perils of Bad Strategy. McKinsey Quarterly, June. **Videos:** http://www.youtube.com/watch?v=UZrTl16hZdk http://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action **Podcast:** https://soundcloud.com/hbrideacast/639-turning-purpose-into-performance https://audio.hbr.org/ideacast/20190405152330-677_WhyPeopleandCompaniesNeedPurpose.mp3 Case: *Steve Jobs: Leader Strategist* https://www.youtube.com/watch?v=D1R-jKKp3NA

Topic	Topic name	Mandatory Readings|Resources|Cases
2	EXTERNAL ANALYSIS	• Casadesus-Masanell, R. (2014) *Industry Analysis*. HBSP. • Gimeno et al. (2017) *Strategic Analysis of the Business Environment*. INSEAD. • Porter, M. (2008) The Five Competitive Forces That Shape Strategy, *Harvard Business Review*, 86(1), 79-93. Video: https://www.youtube.com/watch?v=mYF2_FBCvXw Case: *Huawei in Canada: can it become a trusted player?*
3	INTERNAL ANALYSIS	• Barney, J. (1995) Looking Inside for Competitive Advantage, *Academy of Management Executive* 9(4), 49-61. • Collis, D. & Montgomery, C. (1995) Competing on Resources: Strategy in the 1990s, *Harvard Business Review*, 73(4), 118-128. • Kay, J. (1995) *Why Firms Succeed*. OUP. Ch's 5, 6, and 7. Video: https://www.youtube.com/watch?v=l0IXEFZJsv0 Case: *ECCO A/S - Global Value Chain Management*
4	KNOWLEDGE & STRUCTURE	• Nonaka, I. (2007). The knowledge creating company. *Harvard Business Review*, July-Aug, 162-171. • Helgesen, S. (2008). The practical wisdom of Ikujiro Nonaka. *strategy + business*, 53, 2-12. • Prahalad, C.K. & Hamel, G. (1990). The core competence of the corporation. *Harvard Business Review*, May-June, 79-91. • The Economist (2010). Why do firms exist? Dec 16. Case: *Canon: Competing on Capabilities*
5	CORPORATE STRATEGY A: MAKE, BUY OR ALLY?	• Anand et al. (2000) *Market Failures*. HBSP. • Barney, J. (1999) How a Firm's Capabilities Affect Boundary Decisions, *Sloan Management Review* 40(3), pp. 137-145. • Grant, R. (2016) Vertical Integration and the Scope of the Firm, Ch. 11, *Contemporary Strategy Analysis*. John Wiley & Sons. Cases: 1. *Bird's Eye and the UK frozen food industry* 2. *Mercedes-Benz and 'Swatch': Inventing the smart and the networked organization*
6	CORPORATE STRATEGY B: PARENTING, SYNERGY & DIVERSIFICATION	• Collis, D. & Montgomery, C. (1998) Creating Corporate Advantage, *Harvard Business Review*, May-June, 71-83. • Porter, M. (1987) From Competitive Advantage to Corporate Strategy, *Harvard Business Review*, May-June, 43-59. **Video:** http://www.youtube.com/watch?v=GOyEIytAzQk&list=PLzJ2lhgYMr1uBtpAqxHfoqcNYZlMufplS (Clips 1-3) Case: *Alphabet Eyes New Frontiers*

Topic	Topic name	Mandatory Readings|Resources|Cases
7	CORPORATE STRATEGY C: INTERNATIONAL STRATEGY	• Alcacer, J. (2014) *Why do Firms go Abroad?* HBSP. • Alcacer, J. (2014) *Where to Locate?* HBSP. Case: *UPS in India: time to shift gears?*
8	BUSINESS/COMPETITIVE STRATEGY	• https://wwwpub.utdallas.edu/~liebowit/palgrave/network.html • Jacobides, M. (2019) In the Ecosystem Economy, what's Your Strategy? *Harvard Business Review* Sept-Oct, 128-137. • Porter, M. (2001), Strategy and the Internet, *Harvard Business Review* March. • Saloner et al. (2001), Strategy in Markets with Demand-side Increasing Returns, Ch. 12 in *Strategic Management* (John Wiley & Sons). • Van Alstyne et al. (2016) Pipelines, Platforms, and the New Rules of Strategy, *Harvard Business Review* April. • Yu, H. (2018) For some Platforms, Network Effects are No Match for Local Know-How, *Harvard Business Review* July. • Zhu, F. & Iansiti, M. (2019) Why some Platforms Thrive…and Others Don't, *Harvard Business Review* Jan-Feb. Video: https://www.youtube.com/watch?v=FlurK3LeTpg Case: *Uber vs. Didi: the race for China's ride-hailing market*
9	STRATEGY EVALUATION AND IMPLEMENTATION	• Ferraro et al. (2018) A roadmap for successful strategy execution, *IESE Insight* 36, 44-51. • Hambrick, D. & Canella, A. (1989) Strategy Implementation as Substance and Selling, *Academy of Management Executive* 3(4), 278-285. Case: *Immunovaccine (IMV): Preparing to Cross the Valley of Death*
10	OVERVIEW AND EXAM PREPARATION	No specific reading other than the exam practice cases Practice exam cases: 1. *A Dark Horse in the Global Smartphone Market: Huawei's Smartphone Strategy* 2. *Tencent's Business Model*

Compulsory Readings|Resources|Cases

Your ability to pass and succeed in this unit is heavily reliant on your familiarity with these compulsory readings, especially the case studies. They form the basis of the sessions, the assignment and the final exam. These readings have been selected because they give the most effective overview available of the theories and frameworks covered in this unit.

Policies and Procedures

Macquarie University policies and procedures are accessible from Policy Central (https://staff.m q.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). 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 (https://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 published on platform other than eStudent, (eg. iLearn, Coursera etc.) 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 or if you are a Global MBA student contact globalmba.support@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

If you are a Global MBA student contact globalmba.support@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 - Capable of Professional and Personal Judgment and Initiative

Our postgraduates will demonstrate a high standard of discernment and common sense in their professional and personal judgment. They will have the ability to make informed choices and decisions that reflect both the nature of their professional work and their personal perspectives.

This graduate capability is supported by:

Learning outcomes

- Appreciate the centrality of Purpose and critical role of the Strategic Leader
- Analyse a firm's external environment, identifying factors underpinning opportunities and threats for the firm
- Diagnose a firm's internal resources and capabilities, pinpointing where and how these represent strengths and weaknesses in terms of a firm's ability to navigate its external environment
- Appreciate higher-order corporate strategy decisions concerning WHERE firms should compete in terms of product/service markets, geographic markets, and value-chain orchestration
- Appreciate HOW firms should compete in particular markets, paying particular attention to structural and cultural requirements for competitive strategy
- Evaluate a firm's strategic options
- Appreciate the centrality of successful strategy execution/implementation

Assessment tasks

- Group Assignment
- Final Exam

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

- Appreciate the centrality of Purpose and critical role of the Strategic Leader
- Analyse a firm's external environment, identifying factors underpinning opportunities and threats for the firm
- Diagnose a firm's internal resources and capabilities, pinpointing where and how these represent strengths and weaknesses in terms of a firm's ability to navigate its external environment
- Appreciate higher-order corporate strategy decisions concerning WHERE firms should compete in terms of product/service markets, geographic markets, and value-chain orchestration
- Appreciate HOW firms should compete in particular markets, paying particular attention to structural and cultural requirements for competitive strategy
- Appreciate the centrality of successful strategy execution/implementation

Assessment tasks

- Group Assignment
- Final Exam

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

- Appreciate the centrality of Purpose and critical role of the Strategic Leader

- Analyse a firm's external environment, identifying factors underpinning opportunities and threats for the firm
- Diagnose a firm's internal resources and capabilities, pinpointing where and how these represent strengths and weaknesses in terms of a firm's ability to navigate its external environment
- Appreciate higher-order corporate strategy decisions concerning WHERE firms should compete in terms of product/service markets, geographic markets, and value-chain orchestration
- Appreciate HOW firms should compete in particular markets, paying particular attention to structural and cultural requirements for competitive strategy
- Evaluate a firm's strategic options
- Appreciate the centrality of successful strategy execution/implementation

Assessment tasks

- Group Assignment
- Final Exam

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 outcomes

- Analyse a firm's external environment, identifying factors underpinning opportunities and threats for the firm
- Diagnose a firm's internal resources and capabilities, pinpointing where and how these represent strengths and weaknesses in terms of a firm's ability to navigate its external environment
- Appreciate higher-order corporate strategy decisions concerning WHERE firms should compete in terms of product/service markets, geographic markets, and value-chain orchestration
- Appreciate HOW firms should compete in particular markets, paying particular attention to structural and cultural requirements for competitive strategy
- Evaluate a firm's strategic options
- Appreciate the centrality of successful strategy execution/implementation

Assessment task

- Group Assignment

PG - Effective Communication

Our postgraduates will be able to communicate effectively and convey their views to different social, cultural, and professional audiences. They will be able to use a variety of technologically supported media to communicate with empathy using a range of written, spoken or visual formats.

This graduate capability is supported by:

Learning outcomes

- Analyse a firm's external environment, identifying factors underpinning opportunities and threats for the firm
- Diagnose a firm's internal resources and capabilities, pinpointing where and how these represent strengths and weaknesses in terms of a firm's ability to navigate its external environment
- Evaluate a firm's strategic options
- Appreciate the centrality of successful strategy execution/implementation

Assessment tasks

- Group Assignment
- Final Exam

PG - Engaged and Responsible, Active and Ethical Citizens

Our postgraduates will be ethically aware and capable of confident transformative action in relation to their professional responsibilities and the wider community. They will have a sense of connectedness with others and country and have a sense of mutual obligation. They will be able to appreciate the impact of their professional roles for social justice and inclusion related to national and global issues

This graduate capability is supported by:

Learning outcomes

- Appreciate the centrality of Purpose and critical role of the Strategic Leader
- Evaluate a firm's strategic options
- Appreciate the centrality of successful strategy execution/implementation

Assessment task

- Group Assignment

Changes since First Published

Date	Description
20/09/2019	Updated case
06/09/2019	Updated readings
03/09/2019	Updated readings
27/08/2019	Readings updated
21/08/2019	Readings added.