



# GMBA811

## Be Competitive

GMBA Term 3 Online 2019

*Department of Management*

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### Disclaimer

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## General Information

### Unit convenor and teaching staff

Unit Convenor

Associate Professor Ralf Wilden

Contact via [globalmba.support@mq.edu.au](mailto:globalmba.support@mq.edu.au)

You may book a consultation with your unit convenor via [globalmba.support@mq.edu.au](mailto:globalmba.support@mq.edu.au)

### Teaching Assistant

Billy Bruce

Contact via [globalmba.support@mq.edu.au](mailto:globalmba.support@mq.edu.au)

### Academic Program Director

Associate Professor Lan Snell

Contact via [globalmba.support@mq.edu.au](mailto:globalmba.support@mq.edu.au)

### Credit points

2

### Prerequisites

Admission to GMBA

### Corequisites

### Co-badged status

### Unit description

The ability to think strategically is a critical skill for managers to ensure their organisation's survival and growth in the long-term. But what does 'thinking strategically' mean? How does thinking strategically translate to competitive strategies? In this unit you will learn how to make your organisation competitive by learning to think strategically about challenges and opportunities in today's global technology-enabled business environment. The unit focuses on developing your strategic thinking skills by disaggregating business strategy and value creation to its essential elements in a practical and applied way. It focuses on the key principles that lie behind the latest thinking in value co-creation, strategy, and marketing, and teaches you how to apply them. You will learn essential tools for identifying value gaps by analysing both the external and internal strategic environments of a firm. You will learn to apply these tools across a range of dynamic industries. You will be challenged to use these principles as the basis for configuring your organisation for success and for designing and evaluating competitive strategies, as well as clearly communicating your strategy.

## Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at <https://www.mq.edu.au/study/calendar-of-dates>

## Learning Outcomes

On successful completion of this unit, you will be able to:

Critically consider the forces that shape competition for economic exchanges.

Analyse the sources of value in company offerings and how markets are segmented based on differences in perceived value.

Evaluate and develop strategic options that are suitable, feasible, and acceptable.

Effectively communicate a strategy in a way that is relevant, concise, and actionable.

## General Assessment Information

### Submission

All assignment tasks will be submitted electronically via your online unit on Coursera. For detailed information on each of the tasks, please refer your online unit: **Course Info - Assessment Information**.

### Referencing

Preferred referencing style should use American Psychological Association (APA) 6th edition style. This means that when referring to an article or book etc, you indicate the author's name followed by the year of publication (Jones, 1989). For multiple authors include all names (Jones, Smith, & Wilson, 1990). If you use a direct quote put the quoted words in "quotation marks" and include the page number with the reference (Jones, 1989, p. 76). A reference list should be presented in alphabetical order at the end of the paper. Note that APA style references are used for the reading list of articles at the end of this outline.

Further information on APA style is available at: <http://libguides.mq.edu.au/content.php?pid=85232&sid=634282>

### Extensions

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 special consideration is made and approved.

To apply for special consideration please send an email to [globalmba.support@mq.edu.au](mailto:globalmba.support@mq.edu.au)

## Assessment Tasks

Name	Weighting	Hurdle	Due
<a href="#">Written report</a>	40%	No	11:59pm 21 May 2019
<a href="#">Strategic analysis</a>	60%	No	11:59pm (AEST) 11 June 2019

### Written report

Due: **11:59pm 21 May 2019**

Weighting: **40%**

Task type: **Individual**

Format: **Written report - to be submitted via the assignment link in Week 3**

Word length: **1000 words (excluding references)**

This is an individual assignment. It has been designed to give you the opportunity to earn marks during the early part of the term. You are asked to write and submit a short, scholarly report on comparing two organisations, their strategies and value propositions.

Please refer to the section **Course Resources - Assessment Information** in your online unit for detailed information on this assignment as well as the marking criteria.

On successful completion you will be able to:

- Analyse the sources of value in company offerings and how markets are segmented based on differences in perceived value.
- Effectively communicate a strategy in a way that is relevant, concise, and actionable.

### Strategic analysis

Due: **11:59pm (AEST) 11 June 2019**

Weighting: **60%**

Task type: **Group**

Format: **Pre-recorded group presentation, submitted in voice-over powerpoint format via the assignment link in Week 6**

Duration: **max 20 minutes**

You will be a member of a group of students. Your group must conduct a comprehensive strategic analysis and derive strategy recommendations as described below.

The group is required to select a major organisation (in consultation with the lecturer) – public or private, Australian or International – and complete the case study presentation and final report. Your lecturer may advise on specific criteria and other considerations for the case company to be

selected. Please avoid standard organisations such as Woolworth, Apple, Qantas, etc. If your group would like to work on a specific organisation (e.g., your employer or your own start-up), please contact the lecturer to confirm if the organisation is suitable for this assignment.

Please refer to the section **Course Resources - Assessment Information** in your online unit for detailed information on this assignment as well as the marking criteria.

On successful completion you will be able to:

- Critically consider the forces that shape competition for economic exchanges.
- Analyse the sources of value in company offerings and how markets are segmented based on differences in perceived value.
- Evaluate and develop strategic options that are suitable, feasible, and acceptable.
- Effectively communicate a strategy in a way that is relevant, concise, and actionable.

## Delivery and Resources

### Required text

There is no required textbook for this unit. Please refer to the weekly required readings in your online unit. All readings are available via the Macquarie University library and do not need to be purchased separately.

### Delivery method

This unit will be delivered entirely online via the Coursera Learning Management System.

Access to a personal computer is required to access the resources and learning materials on Coursera.

### Workload

This unit will involve approximately 75 hours of student workload:

- 6 x 1 hour weekly Zoom meetings (see unit schedule)
- Approximately 25 hours of online asynchronous learning activities delivered via videos, discussion prompts, quizzes and peer-reviews
- Approximately 20 hours of class preparation
- Approximately 24 hours to complete unit assessments (see assessment task information)

## Unit Schedule

For this unit, Live Events (via the web conferencing software Zoom) will take place on Tuesday evenings from 6.30pm to 7.30pm (AEST), starting from 7 May 2019 and finishing on the 11 June 2019. The links to the events are available via **Live Events** in the online unit. It is highly recommended to attend all live events. Recordings of the live events will be made available and

can be accessed via **Course Resources** in the online unit.

Students are expected to complete all asynchronous learning activities (videos, discussion prompts, quizzes and peer-reviews) for that week before the scheduled Live Event in order to successfully participate in the event.

**Note:** Week 5's Live Event will take place on Tuesday 3 June from 7:30pm-8:30pm

Week	Module
<p><b>Week 1</b></p> <p>Webinar: Monday 6 May 2019, 6:30-7:30pm (AEST)</p>	The importance of value for competitive strategy
<p><b>Week 2</b></p> <p>Webinar: Monday 13 May 2019, 6:30-7:30pm (AEST)</p>	Know your customers and competitors
<p><b>Week 3</b></p> <p>Webinar: Monday 20 May 2019, 6:30-7:30pm (AEST)</p> <p>A1 due: Tuesday 21 May 2019</p>	Know your industry
<p><b>Week 4</b></p> <p>Webinar: Monday 27 May 2019, 6:30-7:30pm (AEST)</p>	Know your competitive options
<p><b>***Week 5</b></p> <p>Webinar: Tuesday 4 June 2019, 7:30pm-8:30pm (AEST)***</p>	Know your organisation
<p><b>Week 6</b></p> <p>Webinar: Monday 10 June 2019, 6:30-7:30pm (AEST)</p> <p>A2 due: Tuesday 11 June 2019</p>	Develop and evaluate your strategic options

## Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central \(https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central\)](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central). 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 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](http://ask.mq.edu.au) or if you are a Global MBA student contact [globalmba.support@mq.edu.au](mailto: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](http://mq.edu.au/learningskills)) provides academic writing resources and study strategies to improve your marks and take control of your study.

- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module for Students](#)
- [Ask a Learning Adviser](#)

## Student Services and Support

Students with a disability are encouraged to contact the [Disability Service](#) who can provide appropriate help with any issues that arise during their studies.

## Student Enquiries

For all student enquiries, visit Student Connect at [ask.mq.edu.au](http://ask.mq.edu.au)

If you are a Global MBA student contact [globalmba.support@mq.edu.au](mailto: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/](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.

## 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.

## 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

- Critically consider the forces that shape competition for economic exchanges.
- Analyse the sources of value in company offerings and how markets are segmented based on differences in perceived value.
- Evaluate and develop strategic options that are suitable, feasible, and acceptable.
- Effectively communicate a strategy in a way that is relevant, concise, and actionable.

#### Assessment tasks

- Written report
- Strategic analysis

### 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 outcome

- Critically consider the forces that shape competition for economic exchanges.

## Assessment task

- Strategic analysis

## 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

- Analyse the sources of value in company offerings and how markets are segmented based on differences in perceived value.

## Assessment tasks

- Written report
- Strategic analysis

## 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

- Evaluate and develop strategic options that are suitable, feasible, and acceptable.
- Effectively communicate a strategy in a way that is relevant, concise, and actionable.

## Assessment tasks

- Written report
- Strategic analysis