



# MGMT7045

## Strategic Management

Session 1, Weekday attendance, North Ryde 2020

*Department of Management*

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## General Information

Unit convenor and teaching staff

Unit Convenor and Lecturer - Associate Professor in Management

Erik Lundmark

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Credit points

10

Prerequisites

Admission to MRes

Corequisites

Co-badged status

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:

**ULO1:** Analyse and explain the nature and scope of the strategic management process and how strategy is dependent on stakeholders and group processes.

**ULO2:** Critically evaluate an organisation, its strategy and its environment in terms of congruence or strategic fit.

**ULO3:** Apply key strategic management tools and models to synthesise complex problems in strategic management.

**ULO4:** Investigate, select and appraise the empirical research underpinning key theoretical concepts and/or issues in strategic management.

## Assessment Tasks

### Coronavirus (COVID-19) Update

Assessment details are no longer provided here as a result of changes due to the Coronavirus (COVID-19) pandemic.

Students should consult [iLearn](#) for revised unit information.

[Find out more about the Coronavirus \(COVID-19\) and potential impacts on staff and students](#)

## Delivery and Resources

### Coronavirus (COVID-19) Update

Any references to on-campus delivery below may no longer be relevant due to COVID-19.

Please check here for updated delivery information: [https://ask.mq.edu.au/account/pub/display/unit\\_status](https://ask.mq.edu.au/account/pub/display/unit_status)

<b>Required Textbook</b>	Johnson, G., Whittington, R. & Scholes, K., Angwin, D., & Regnér, P. (2017) Exploring Strategy (11th Edition). Harlow England: Pearson Education, ISBN: 9781292145174
<b>Unit Web Page</b>	The web page for this unit can be found at: <a href="https://ilearn.mq.edu.au">https://ilearn.mq.edu.au</a>
<b>Technology Used and Required</b>	Students are required to have access to a personal computer and familiarise themselves with iLearn ( <a href="https://ilearn.mq.edu.au">https://ilearn.mq.edu.au</a> ).  iLearn will be used to post lecture slides, assessment details, student grades and as a means of communication between staff members and students.
<b>Delivery Format and Other Details</b>	<ul style="list-style-type: none"><li>• Number and length of classes: <b>One three-hour seminar class per week</b> unless indicated otherwise in the lecture schedule. Classes may vary due to public holiday(s)</li><li>• Seminars will commence in <b>Week 1</b>.</li><li>• The timetable for classes can be found on the University web site at: <a href="http://www.timetables.mq.edu.au/">http://www.timetables.mq.edu.au/</a></li></ul>
<b>Recommended Readings</b>	Recommended Readings are provided via the links on the <a href="#">iLearn</a> Unit page
<b>Inherent Requirements</b>	

## Unit Schedule

### Coronavirus (COVID-19) Update

The unit schedule/topics and any references to on-campus delivery below may no longer be relevant due to COVID-19. Please consult [iLearn](#) for latest details, and check here for updated delivery information: [https://ask.mq.edu.au/account/pub/display/unit\\_status](https://ask.mq.edu.au/account/pub/display/unit_status)

Lecture Week	Lecture Topic
	<i>(This table is only indicative. Topics may vary depending on public holidays and the order of topics and topics themselves may shift to better fit assignments and cases for each semester.)</i>
1	Introductions
2	Strategic Fit and Congruence
3	External Environment
4	Business Strategies
5	Resources and Capabilities, the Resource Based
6	Dynamic Strategies and Game Theory
7	Innovation
8	Case Study Overview
9	Corporate Strategies
10	Inside the Organisation
11	Entrepreneurship
12	Case Presentation
13	Review and Evaluation

## 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.*)

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 help you improve your marks and take control of your study.

- [Getting help with your assignment](#)
- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module](#)

The Library provides online and face to face support to help you find and use relevant information resources.

- [Subject and Research Guides](#)
- [Ask a Librarian](#)

## 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.