MMBA8050

Strategic Frameworks

MGSM term 1, Weekday attendance, North Ryde 2020

Department of Management

Contents

Disclaimer

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General Information

Unit convenor and teaching staff
Unit Convenor and Lecturer - PhD
Miles Yang
miles.yang@mq.edu.au
Tuesday 5pm-6pm

Credit points
10

Prerequisites
(Admission to MBA or PGDipMgt or GradDipMgt or GradCertMgt or MEngMgt or MSocEntre
or GradCertSocEntre) or (admission to MAppFin or MAppFin(Adv) and (AFCP801 or
AFCP8001))

Corequisites

Co-badged status

Unit description
This unit analyses the theories behind, and practical applications of, strategic frameworks
used to achieve sustainable competitive advantage. You will learn why organisations change
their strategic direction, the importance of those changes, and the process that leads to such
key decisions. Importantly, there are no "universal solutions", only differing perspectives which
can help you make competitively sustainable strategic decisions.

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: Identify and describe theories, frameworks and research findings in business and
organisational strategy.

ULO2: Analyse and apply perspectives of strategic frameworks in exploring
organisational problems and phenomena.

ULO3: Synthesise theories of strategy to create sustainable organisations that benefit an
array of relevant stakeholders.

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

General Assessment Information

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 special consideration is made and approved. No submission will be accepted after solutions/results/feedback have been posted.

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

Recommended Textbook

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

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 regarding 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.

Technology

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

Class iLearn Page

The web page for this unit can be found at: https://ilearn.mq.edu.au/. You must be enrolled in this class to see the class iLearn page.

Lecture Slides

Lecture Slides will be provided to students only in soft-copy format via the class iLearn page. You must be enrolled in this class to see these items in the class iLearn page.

Readings

Readings are case studies, journal articles and news articles that your lecturer will prescribe for you to read. These will be provided to students only in soft-copy format via the class iLearn page. You must be enrolled in this class to see these items in the class iLearn page.

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. You must be enrolled in this class to see these items in the class iLearn page.

Optional reading resources

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

- Barney, J. (1991), "Firm Resources and Sustained Competitive Advantage," Journal of Management, 17 (1), 99-120.
- 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.

- Gupta & Govindarajan (2000) "Managing global Expansion. A conceptual framework", Business Horizons, 43(2), 45-54.
- Hamel, G. and Prahalad, C.K., Competing for the Future, Harvard Business School Press, Boston, 1994
- Hamel, G., Leading the Revolution, McGraw Hill, 2000.
- Kim, W.C. and Mauborgne, R., Blue Ocean Strategy, Harvard Business School Publishing, Boston, 2005.
- Kotter, J.P. and Heskett, J.L., Corporate Culture and Performance, Free Press, 1992
- Mintzberg, H., The Rise and Fall of Strategic Planning, Prentice Hall, 1994
- Montgomery, C.A and Porter, M.E., (Eds) Strategy: Seeking and Securing Competitive Advantage, Harvard Business Review, 1991
- 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
- Porter, M. (1996). "What is strategy?", Harvard Business Review, 74, 61-78.
- Porter, M. (2008) The Competitive Forces that shape strategies, Harvard Business Review, January
- Teece, D. (2007) "Explicating Dynamic Capabilities: The Nature and Microfoundations of (sustainable) Enterprise Performance", Strategic Management Journal, 28, 1319-1350.
- Thompson, A.A. and Strickland, A.J., Crafting and Implementing Strategy, Richard D. Irwin, 1995

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

Class sessions are scheduled from:

Tuesday evening class - 6pm to 10pm of every Tuesday starting from 7 January 2020 (session 1) until 10 March 2020 (session 10).

(*The proposed program might be subject to some minor changes as the term progresses (TBA)).*

Session	Topics
1	Leading the Way: The Strategy Concept and Course Introduction

Session	Topics
2	Understanding the Market
3	Understanding Your Organisation
4	Designing Business Strategies
5	Designing Corporate Strategies
6	Strategy Simulation
7	Blue Ocean Strategy
8	Designing Sustainable Strategies
9	Contemporary Issues in Strategy
10	Bringing It All Together; Overview and Exam Preparation
Exam week	**No Final Examination**

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.)*

Students seeking more policy resources can visit the Student Policy Gateway (https://students.m
q.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

s://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 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

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.

Changes since First Published

Date	Description
23/12/2019	House keeping update. No change in content.