



# MMBA8050

## Strategic Frameworks

MGSM term 4, Special circumstance 2020

*Department of Management*

### Contents

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|   |   |
|---|---|
| <a href="#"><u>General Information</u></a>            | 2 |
| <a href="#"><u>Learning Outcomes</u></a>              | 2 |
| <a href="#"><u>General Assessment Information</u></a> | 3 |
| <a href="#"><u>Assessment Tasks</u></a>               | 3 |
| <a href="#"><u>Delivery and Resources</u></a>         | 4 |
| <a href="#"><u>Unit Schedule</u></a>                  | 5 |
| <a href="#"><u>Policies and Procedures</u></a>        | 5 |

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#### **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.

#### **Notice**

As part of [Phase 3 of our return to campus plan](#), most units will now run tutorials, seminars and other small group learning activities on campus for the second half-year, while keeping an online version available for those students unable to return or those who choose to continue their studies online.

To check the availability of face-to-face and online activities for your unit, please go to [timetable viewer](#). To check detailed information on unit assessments visit your unit's iLearn space or consult your unit convenor.

## General Information

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| Unit convenor and teaching staff<br>Unit Convenor<br>Miles Yang<br><a href="mailto:miles.yang@mq.edu.au">miles.yang@mq.edu.au</a>  |
| Credit points<br>10  |
| Prerequisites<br>(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<br>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.

## General Assessment Information

### Late Assessment Policy:

Late assessment submissions must be submitted through the appropriate submission link in [iLearn](#). No extensions will be granted unless an application for [Special Consideration](#) is made and approved. 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. Late submissions will not be accepted after solutions have been discussed and/or made available.

*Note: applications for [Special Consideration Policy](#) must be made within 5 (five) business days of the due date and time*

## Assessment Tasks

| Name   | Weighting | Hurdle | Due  |
|--|-----------|--------|--|
| <a href="#">Strategy Evaluation</a>                                  | 40%       | No     | Session 7  |
| <a href="#">Group presentation and individual analysis (written)</a> | 60%       | No     | Presentation - Session 9; Individual Analysis - Session 10 |

### Strategy Evaluation

Assessment Type <sup>1</sup>: Case study/analysis

Indicative Time on Task <sup>2</sup>: 20 hours

Due: **Session 7**

Weighting: **40%**

Lecturer assigned case study. Students will write 2,500 words on strategic theories and analysis.

On successful completion you will be able to:

- Identify and describe theories, frameworks and research findings in business and organisational strategy.
- Analyse and apply perspectives of strategic frameworks in exploring organisational problems and phenomena.

### Group presentation and individual analysis (written)

Assessment Type <sup>1</sup>: Project

Indicative Time on Task <sup>2</sup>: 45 hours

Due: **Presentation - Session 9; Individual Analysis - Session 10**

Weighting: **60%**

Students will use their knowledge of strategy theories and frameworks in the context of a current issue. A set of key themes need to be addressed. Whilst students work in a group, parts of this task are assessed individually. Each student will make an oral presentation as part of a group, of

up to 30 minutes per group. This will form a group mark of 20%. The remaining 40% of the marks will be derived from the 2,500-word individual written submission.

On successful completion you will be able to:

- Identify and describe theories, frameworks and research findings in business and organisational strategy.
- Analyse and apply perspectives of strategic frameworks in exploring organisational problems and phenomena.
- Synthesise theories of strategy to create sustainable organisations that benefit an array of relevant stakeholders.

<sup>1</sup> If you need help with your assignment, please contact:

- the academic teaching staff in your unit for guidance in understanding or completing this type of assessment
- the [Writing Centre](#) for academic skills support.

<sup>2</sup> Indicative time-on-task is an estimate of the time required for completion of the assessment task and is subject to individual variation

## Delivery and Resources

|  |   |
|--|---|
| <b>Recommended (Optional) Textbook</b>   | Johnson, G., Whittington, R., Scholes, K., Angwin, D. and Regner, P. (2017). Exploring strategy. 11th edition. Harlow, UK: Pearson Education Limited. ISBN: 9781292145129   |
| <b>Unit Web Page</b>                     | The web page for this unit can be found at: <a href="https://ilearn.mq.edu.au/login/">https://ilearn.mq.edu.au/login/</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/login/">https://ilearn.mq.edu.au/login/</a> ).<br><br>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> | Number and length of classes: Weekly pre-recorded lecture and live Zoom sessions unless indicated otherwise in the lecture schedule. Classes may vary due to public holiday(s)<br><br>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>     |
| <b>Recommended readings</b>              | Recommended readings are provided via the links on the <a href="#">iLearn</a> Unit page   |
| <b>Inherent Requirements</b>             | None  |

## Unit Schedule

| Session | Topic   |
|---------|---|
|         | <i>(The proposed program might be subject to some minor changes as the term progresses)</i> |
| 1       | Leading the Way: The Strategy Concept and Course Introduction                               |
| 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  |

## 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 \(https://students.mq.edu.au/policy-gateway\)](https://students.mq.edu.au/policy-gateway)

[mq.edu.au/support/study/student-policy-gateway](http://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.