



MGMT7045

Strategic Management

Session 2, Special circumstance 2020

Department of Management

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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

Unit convenor and teaching staff

Unit Convenor

Erik Lundmark

erik.lundmark@mq.edu.au

Credit points

10

Prerequisites

Admission to MRes

Corequisites

Co-badged status

MGMT8045

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.

General Assessment Information

Late Assessments must also be submitted through the relevant submission link on iLearn. 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 incurs a 20% penalty). Late submissions will be accepted up to 96 hours after the due date and time.

This penalty does not apply for cases in which an application for [Special Consideration](#) is made and approved. 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
Individual Essay	40%	No	Week 13
Case Study/ Online Presentation	60%	No	Week 7,8,11 and 12

Individual Essay

Assessment Type ¹: Essay

Indicative Time on Task ²: 20 hours

Due: **Week 13**

Weighting: **40%**

Students are required to submit a 1,500-2,000 word individual essay. This assessment requires the systematic investigation of a topic and the development of a written argument. Essays assess cognitive and research skills. Essays are expected to develop coherent arguments, be founded on thorough research, and provide insight into the topic area. It must contain an annotated bibliography where every source used is briefly summarised and evaluated.

On successful completion you will be able to:

- Analyse and explain the nature and scope of the strategic management process and how strategy is dependent on stakeholders and group processes.
- Critically evaluate an organisation, its strategy and its environment in terms of congruence or strategic fit.

- Apply key strategic management tools and models to synthesise complex problems in strategic management.
- Investigate, select and appraise the empirical research underpinning key theoretical concepts and/or issues in strategic management.

Case Study/ Online Presentation

Assessment Type ¹: Case study/analysis

Indicative Time on Task ²: 30 hours

Due: **Week 7,8,11 and 12**

Weighting: **60%**

This assignment will focus on a detailed case analysis and will include the application of many of the concepts covered in lectures. It will require extensive collaboration between group members. The assessment submission will be in the form of: 1. Initial individual response to specific questions relating to the case study. It will require a thorough written response to specific questions. This part is assessed individually and carries 30% of the overall unit mark (aka 50% of this Case Study assessment task). 2. A draft of the report and a plan for its completion; 3. A moderate sized detailed written report and; 4. A short online presentation of the key findings to the class; 5. Active participation in online class discussions from Week 4 through 13. In Week 13, all students will have the option of submitting a peer assessment. These will be used to moderate marks within the group if group contributions have not been equal.

On successful completion you will be able to:

- Analyse and explain the nature and scope of the strategic management process and how strategy is dependent on stakeholders and group processes.
- Critically evaluate an organisation, its strategy and its environment in terms of congruence or strategic fit.
- Apply key strategic management tools and models to synthesise complex problems in strategic management.

¹ 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.

² 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

Required Text	None. Readings will be available on iLearn
Unit Web Page	The web page for this unit can be found at: https://ilearn.mq.edu.au/login/
Technology Used and Required	Students are required to have access to a personal computer and familiarise themselves with iLearn (https://ilearn.mq.edu.au/login/). iLearn will be used to post lecture slides, assessment details, student grades and as a means of communication between staff members and students.
Delivery Format and Other Details	The timetable for classes can be found on the University web site at: http://www.timetables.mq.edu.au/
Recommended readings	Recommended readings are provided via the links on the iLearn Unit page
Inherent Requirements	None

Unit Schedule

Please refer to iLearn

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](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/p) (<https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/p>

[olicy-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.