



MMBA8055

Business Strategy

Term 1, Special circumstances 2021

Department of Management

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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 activities on campus, and most will keep an online version available to those students unable to return or those who choose to continue their studies online.

To check the availability of face-to-face 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

Associate Professor Steve Jaynes

steve.jaynes@mq.edu.au

Credit points

10

Prerequisites

(Admission to MBA or GradDipMgt or GradCertMgt or MEngMgt) and 30cp at 8000 level

Corequisites

Co-badged status

Unit description

The unit aims to develop a capacity to think strategically about an organisation, its macro environment, industry and competitive position; to build individual and team skills for conducting strategic analysis in a variety of industry situations; and to integrate business discipline knowledge in making strategic decisions. The purpose of the unit is to build individual and team capability to develop, implement, and evaluate business strategies for sustainable growth and profitability.

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: Demonstrate an applied knowledge of the perspectives, concepts and tools of business strategy through applying and adapting these to a variety of organisational contexts.

ULO2: Individually and in teams apply the concepts and tools of business strategy to undertake the sustainable development and evaluation of strategy in a variety of organisational contexts.

ULO3: Individually and in teams recommend and communicate an optimal strategic direction and its implementation in a variety of organisational contexts.

ULO4: Analyse and integrate environmental, social, and governance factors, and principles of responsible leadership, in the development and implementation of strategy.

ULO5: Reflect on how to manage and improve team dynamics in order to effectively collaborate and achieve team objectives.

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 |
|--|-----------|--------|---------|
| Assessment 1A: Strategy presentation | 20% | No | Week 9 |
| Assessment 1B: Strategy report | 20% | No | Week 10 |
| Assessment 1C: Group dynamics evaluation | 20% | No | Week 10 |
| Assessment 2: Strategy perspectives | 40% | No | Week 10 |

Assessment 1A: Strategy presentation

Assessment Type ¹: Case study/analysis

Indicative Time on Task ²: 10 hours

Due: **Week 9**

Weighting: **20%**

A 15 minute presentation of the initial findings of a strategic analysis, as set out in the Strategy report.

- Group component = 10%
- Individual component = 10%

On successful completion you will be able to:

- Demonstrate an applied knowledge of the perspectives, concepts and tools of business strategy through applying and adapting these to a variety of organisational contexts.
- Individually and in teams apply the concepts and tools of business strategy to undertake the sustainable development and evaluation of strategy in a variety of organisational contexts.
- Individually and in teams recommend and communicate an optimal strategic direction and its implementation in a variety of organisational contexts.

Assessment 1B: Strategy report

Assessment Type ¹: Case study/analysis

Indicative Time on Task ²: 15 hours

Due: **Week 10**

Weighting: **20%**

A 2,000 word report evaluating the strategic position of a business to provide an analysis and recommendation for its future strategic direction.

On successful completion you will be able to:

- Demonstrate an applied knowledge of the perspectives, concepts and tools of business strategy through applying and adapting these to a variety of organisational contexts.
- Individually and in teams apply the concepts and tools of business strategy to undertake the sustainable development and evaluation of strategy in a variety of organisational contexts.
- Individually and in teams recommend and communicate an optimal strategic direction and its implementation in a variety of organisational contexts.
- Analyse and integrate environmental, social, and governance factors, and principles of responsible leadership, in the development and implementation of strategy.

Assessment 1C: Group dynamics evaluation

Assessment Type ¹: Reflective Writing

Indicative Time on Task ²: 20 hours

Due: **Week 10**

Weighting: **20%**

A 1,000 word reflection on team dynamics including communication, coordination, commitment, and the management of diversity.

On successful completion you will be able to:

- Individually and in teams apply the concepts and tools of business strategy to undertake the sustainable development and evaluation of strategy in a variety of organisational contexts.
- Individually and in teams recommend and communicate an optimal strategic direction and its implementation in a variety of organisational contexts.
- Reflect on how to manage and improve team dynamics in order to effectively collaborate and achieve team objectives.

Assessment 2: Strategy perspectives

Assessment Type ¹: Qualitative analysis task

Indicative Time on Task ²: 30 hours

Due: **Week 10**

Weighting: **40%**

A 2,000 word analysis of the different lenses of strategy, as described in the text, to explain and critique relevant aspects of the sessions and experiences that made up the unit.

On successful completion you will be able to:

- Demonstrate an applied knowledge of the perspectives, concepts and tools of business strategy through applying and adapting these to a variety of organisational contexts.
- Analyse and integrate environmental, social, and governance factors, and principles of responsible leadership, in the development and implementation of strategy.

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 | Whittington, R., Regner, P., Angwin, D., Johnson, G., and Scholes, K. (2020). Exploring strategy. Text and Cases. 12th edition. Harlow, UK: Pearson Education Limited. ISBN: 978-1-292-28245-9 |
| 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. Zoom will be used for the class sessions |
| Delivery Format and Other Details | Number and length of classes: 9 X 4-hour seminar classes over 9 weeks + 1 week of group strategy work unless indicated otherwise in the lecture schedule. Classes vary due to the Australia Day public holiday on the 26th January 2021. 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 see iLearn.

Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central \(https://policies.mq.edu.au\)](https://policies.mq.edu.au). 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](#)

Students seeking more policy resources can visit [Student Policies \(https://students.mq.edu.au/support/study/policies\)](https://students.mq.edu.au/support/study/policies). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

To find other policies relating to Teaching and Learning, visit [Policy Central \(https://policies.mq.edu.au\)](https://policies.mq.edu.au) and use the [search tool](#).

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: <https://students.mq.edu.au/admin/other-resources/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 |
|------------|---|
| 10/01/2021 | Assessment 1A due date delayed. |
| 21/12/2020 | Removal of irrelevant admin staff details |