MMBA8055

Business Strategy

Term 2, Special circumstances 2021

Department of Management

Contents

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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 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	9th May 2021 (In class)
Assessment 1B: Strategy report	20%	No	5:00pm, 24th May 2021
Assessment 1C: Group dynamics evaluation	20%	No	5:00pm, 31st May 2021
Assessment 2: Strategy perspectives	40%	No	5:00pm, 11th June 2021

Assessment 1A: Strategy presentation

Assessment Type [1]: Case study/analysis
Indicative Time on Task [2]: 10 hours
Due: **9th May 2021 (In class)**
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: **5:00pm, 24th May 2021**
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: **5:00pm, 31st May 2021**
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: **5:00pm, 11th June 2021**
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.

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[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 and students.
Delivery Format and Other Details	Number and length of classes: This class is taught over **two weekend block classes**. The first block runs Fri-Sun, and the second block runs three weeks later from Sat-Sun. Each day consists of **8 hours of classes**, each including lecture and seminar activities. unless indicated otherwise in the lecture schedule. Classes may vary due to public holidays. 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). 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). 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.e du.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://stu dents.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.