



MGMT8012

Managing Strategically

Session 2, In person-scheduled-weekday, North Ryde 2022

Department of Management

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General Information

Unit convenor and teaching staff

Unit Convenor

Erik Lundmark

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Lecturer

Lauren Gellatly

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Credit points

10

Prerequisites

(Admission to MCom or MMgmt or MEngMgt or MPH) and 40cp at 8000 level

Corequisites

Co-badged status

Unit description

The purpose of this unit is to help students develop their own point of view on the formulation and implementation of strategy. Students will study how to think and act like strategic managers and leaders within an organisation. The unit is concerned with the many managerial plans and actions involved in organisations' quest to gain and sustain competitive advantage, how they might stay "in fit" with ever-changing environments, and how they manage strategic change. The unit draws from a range of different disciplines, bringing together much of the concepts/ideas/subjects that form the basis of a business degree.

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 leadership, stakeholders and group processes.

ULO2: Critically evaluate an organisation and its strategy in terms of congruence, resources and strategic fit.

ULO3: Apply key strategic management tools and models to synthesise complex problems in strategic management.

General Assessment Information

Late Assessment Submission Penalty (written assessments)

Unless a Special Consideration request has been submitted and approved, a 5% penalty (of the total possible mark) will be applied each day a written assessment is not submitted, up until the 7th day (including weekends). After the 7th day, a grade of '0' will be awarded even if the assessment is submitted. Submission time for all written assessments is set at 11.55pm. A 1-hour grace period is provided to students who experience a technical concern.

For any late submissions of time-sensitive tasks, such as scheduled tests/exams, performance assessments/presentations, and/or scheduled practical assessments/labs, students need to submit an application for Special Consideration.

Assessment Tasks

| Name | Weighting | Hurdle | Due |
|--------------------------|-----------|--------|----------------------------------|
| <u>Case Study</u> | 60% | No | Ongoing from W3 + W7, W8 and W12 |
| <u>Final Examination</u> | 40% | No | Examination Period |

Case Study

Assessment Type ¹: Case study/analysis

Indicative Time on Task ²: 30 hours

Due: **Ongoing from W3 + W7, W8 and W12**

Weighting: **60%**

This assessment has three components:

- Individually written work (individually assessed, worth 30%). This requires students to submit a thorough written response to specific questions relating to the case study.
Length: 1,000 words
- A group presentation of the case solution(s) (group assessed, worth 20%)
- Group contribution to class discussions throughout the Session (group assessed, worth 10%)

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 leadership, stakeholders and group processes.

- Critically evaluate an organisation and its strategy in terms of congruence, resources and strategic fit.
- Apply key strategic management tools and models to synthesise complex problems in strategic management.

Final Examination

Assessment Type ¹: Examination

Indicative Time on Task ²: 30 hours

Due: **Examination Period**

Weighting: **40%**

A two-hour online examination (open book) will be held during the University Examination period.

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 leadership, stakeholders and group processes.
- Critically evaluate an organisation and its strategy in terms of congruence, resources and 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

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|---------------|---|
| Required Text | Whittington, R., Regnér, P., Angwin, D., Johnson, G. & Scholes, K. (2019) <i>Exploring Strategy</i> (12th Edition). Pearson Education. ISBN:9781292282510. and additional readings available via iLearn |
| Unit Web Page | The web page for this unit can be found at: https://ilearn.mq.edu.au/login/ |

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| Technology Used and Required | <p>Students are required to have access to a personal computer and familiarise themselves with iLearn (https://ilearn.mq.edu.au/login/).</p> <p>iLearn will be used to post lecture slides, assessment details, student grades and as a means of communication between staff members and students.</p> <p>Students need access to video recording hardware and software, word processor and internet access that is fast enough to allow for video streaming up and down.</p> |
| Delivery Format and Other Details | <p>The timetable for classes can be found on the University web site at: http://www.timetables.mq.edu.au/</p> |
| Recommended readings | <p>Recommended readings are provided via Leganto on the iLearn Unit page</p> |
| Inherent Requirements | <p>This unit requires students to be available to participate in the weekly seminars. Collaboration with group members during the scheduled class time is an essential part of the unit.</p> |

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](#)
- [Assessment Procedure](#)
- [Complaints Resolution 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

Academic Integrity

At Macquarie, we believe [academic integrity](#) – honesty, respect, trust, responsibility, fairness and courage – is at the core of learning, teaching and research. We recognise that meeting the expectations required to complete your assessments can be challenging. So, we offer you a range of resources and services to help you reach your potential, including free [online writing and maths support](#), [academic skills development](#) and [wellbeing consultations](#).

Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

The Writing Centre

[The Writing Centre](#) provides resources to develop your English language proficiency, academic writing, and communication skills.

- [Workshops](#)
- [Chat with a WriteWISE peer writing leader](#)
- [Access StudyWISE](#)
- [Upload an assignment to Studiosity](#)
- [Complete the 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

Macquarie University offers a range of [Student Support Services](#) including:

- [IT Support](#)
- [Accessibility and disability support](#) with study
- Mental health [support](#)
- [Safety support](#) to respond to bullying, harassment, sexual harassment and sexual assault

- [Social support including information about finances, tenancy and legal issues](#)

Student Enquiries

Got a question? Ask us via [AskMQ](#), or contact [Service Connect](#).

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.