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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.
### General Information

Unit convenor and teaching staff
Unit Convenor
Deborah Howlett
deborah.howlett@mq.edu.au
Contact via deborah.howlett@mq.edu.au

Unit Moderator
Erik Lundmark
erik.lundmark@mq.edu.au
Contact via erik.lundmark@mq.edu.au
E4A451
Mondays 2.15-4.00 pm

Tutor
Joseph McIvor
joseph.mcivor@mq.edu.au
Contact via joseph.mcivor@mq.edu.au
contact via email to arrange a mutually suitable time

Tutor
Brett White
brett.white@mq.edu.au
Contact via brett.white@mq.edu.au
E4B104
Mondays 2pm to 3pm

Credit points
3

Prerequisites
Admission to BBA and MKTG101 and (ACCG200 or ACCG253 or AFIN253)

Corequisites

Co-badged status
Unit description
The purpose of this unit is to equip students with the ability to approach complex business problems from the cross functional and multidimensional perspective of the general manager. The process of formulating and implementing competitive strategy at the business level requires the systematic analysis of a firm's internal resources and capabilities in conjunction with a structured examination of the various dimensions of its (external) macro- and industry environments. Once this is achieved, management can develop appropriate strategies with which to pursue sustainable competitive advantage in domestic and international markets. Students learn how to use several diagnostic models to evaluate a firm's relative strengths and weaknesses; the threats and opportunities in its external environment; and the key issues that influence how the firm should compete. Case analysis are used extensively to link concepts and frameworks to real world examples. Group work engages students in the challenges of interpersonal communication, task allocation, coordination and control.

Important Academic Dates
Information about important academic dates including deadlines for withdrawing from units are available at https://students.mq.edu.au/important-dates

Learning Outcomes
1. Assess the nature of an industry's strategic issues and the environment in which they are generated.
2. Evaluate the importance of strategic business planning.
3. Analyse environmental information for use in strategic plans.
4. Review competitive dynamics and rivalry and its impacts on the industry.
5. Understand different approaches to strategy.

Assessment Tasks

<table>
<thead>
<tr>
<th>Name</th>
<th>Weighting</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Essay</td>
<td>30%</td>
<td>Week 6</td>
</tr>
<tr>
<td>Group Assessment</td>
<td>30%</td>
<td>Week 12</td>
</tr>
<tr>
<td>Final Examination</td>
<td>40%</td>
<td>University Examination Period</td>
</tr>
</tbody>
</table>

Essay
Due: Week 6
Weighting: 30%
In class to tutor

Extension

No extension will be granted without prior approval and a Special consideration form lodged

Penalties

Late submissions will be penalised at 20% of the grade for the first day and 10% each day thereafter

What is required to complete the unit satisfactorily

Students must complete all components of the course to register a pass grade or better.

This Assessment Task relates to the following Learning Outcomes:

• Assess the nature of an industry's strategic issues and the environment in which they are generated.
• Analyse environmental information for use in strategic plans.

Group Assessment

Due: **Week 12**

Weighting: **30%**

Submission

In class to tutor

Extension

No extension will be granted without prior approval and a Special consideration form lodged

Penalties

Late submissions will be penalised at 20% of the grade for the first day and 10% each day thereafter

What is required to complete the unit satisfactorily

Students must complete all components of the course to register a pass grade or better.

This Assessment Task relates to the following Learning Outcomes:

• Assess the nature of an industry's strategic issues and the environment in which they are generated.
• Evaluate the importance of strategic business planning.
• Analyse environmental information for use in strategic plans.
• Review competitive dynamics and rivalry and its impacts on the industry.

Final Examination
Due: University Examination Period
Weighting: 40%

Examination conditions
A 3 hour final examination under closed book conditions and within the University formal examination period

This Assessment Task relates to the following Learning Outcomes:
• Assess the nature of an industry's strategic issues and the environment in which they are generated.
• Evaluate the importance of strategic business planning.
• Review competitive dynamics and rivalry and its impacts on the industry.
• Understand different approaches to strategy.

Delivery and Resources

Classes
Number and length of classes: 3 hours face-to-face teaching per week, consisting of 1 x 2 hour lecture and 1 x 1 hour tutorial.

The timetable for classes can be found on the University web site at:
http://www.timetables.mq.edu.au/

Prizes
None

Required and Recommended Texts and/or Materials

NOTE:
• It is imperative that students keep abreast of current developments both in Australia and abroad via the public and popular media in respect to strategic management. At the beginning of each lecture, students will be asked to participate in a discussion of the preceding week’s newsworthy items, this may well be examinable

Technology Used and Required
Students are required to learn how to use power point, word processing and iLearn.
Unit Web Page
The web page for this unit can be found at: iLearn http://ilearn.mq.edu.au

Learning and Teaching Activities
The unit is taught by lecture and tutorial discussions.

What is expected from students? Read in advance; prepare case studies if required for tutorials; follow current developments and news; be able to apply concepts in tutorial exercises; respond to questions raised during lectures; demonstrate enthusiasm for the subject and attend all group meetings.

Unit Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Lecture Topic</th>
<th>Textbook Chapters</th>
<th>Tutorial</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction to Strategic Management</td>
<td>CH 1</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Strategic Direction: Vision, Mission &amp; Goals</td>
<td>CH 2</td>
<td>Preparing for Case Discussion / analysis (in tutorials)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Group and organisational choice finalisation (in tutorials)</td>
</tr>
<tr>
<td>3</td>
<td>External Analysis</td>
<td>CH 3</td>
<td>Case Study Analysis (in tutorial)</td>
</tr>
<tr>
<td>4</td>
<td>Internal Analysis</td>
<td>CH 4</td>
<td>Case Study Analysis (in tutorial)</td>
</tr>
<tr>
<td>5</td>
<td>Analysing Business Strategy</td>
<td>CH 5</td>
<td>Discussion Questions (in tutorial)</td>
</tr>
<tr>
<td>6</td>
<td>Business Strategy for Dynamic Environments</td>
<td>CH 6</td>
<td>DVD and discussion (in tutorial)</td>
</tr>
<tr>
<td>7</td>
<td>Analysing Corporate Strategy</td>
<td>CH 7</td>
<td>Discussion and update of Group Project (in tutorial)</td>
</tr>
<tr>
<td>8</td>
<td>No lecture - due to Public Holiday</td>
<td></td>
<td>Case study analysis (in tutorial)</td>
</tr>
<tr>
<td>9</td>
<td>Strategic Implementation &amp; Corporate Structure</td>
<td>CH 11</td>
<td>Discussion Questions (in tutorial)</td>
</tr>
<tr>
<td>10</td>
<td>Game Theory and Competitor Analysis</td>
<td>Readings</td>
<td>Case Study Analysis (in tutorial)</td>
</tr>
<tr>
<td>11</td>
<td>Measuring Strategic Organisational Performance</td>
<td></td>
<td>Finalise group presentation order (in tutorial)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Reiterate presentation guidelines (in tutorial)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>DVD and Discussion (in tutorial)</td>
</tr>
<tr>
<td>12</td>
<td>International Strategies</td>
<td>CH 8</td>
<td>Group presentations (in tutorial)</td>
</tr>
<tr>
<td>13</td>
<td>Review and revise for final examination</td>
<td></td>
<td>Peer assessment (compulsory)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Group presentations (in tutorial)</td>
</tr>
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</table>
Policies and Procedures
Macquarie University policies and procedures are accessible from Policy Central. Students should be aware of the following policies in particular with regard to Learning and Teaching:

Academic Honesty Policy http://www.mq.edu.au/policy/docs/academic_honesty/policy.html
Special Consideration Policy http://www.mq.edu.au/policy/docs/special_consideration/policy.html

In addition, a number of other policies can be found in the Learning and Teaching Category of Policy Central.

Academic Honesty
The nature of scholarly endeavour, dependent as it is on the work of others, binds all members of the University community to abide by the principles of academic honesty. Its fundamental principle is that all staff and students act with integrity in the creation, development, application and use of ideas and information. This means that:

- all academic work claimed as original is the work of the author making the claim
- all academic collaborations are acknowledged
- academic work is not falsified in any way
- when the ideas of others are used, these ideas are acknowledged appropriately.

Further information on the academic honesty can be found in the Macquarie University Academic Honesty Policy at http://www.mq.edu.au/policy/docs/academic_honesty/policy.html

Grades
Macquarie University uses the following grades in coursework units of study:

- HD - High Distinction
- D - Distinction
- CR - Credit
- P - Pass
- F - Fail

Grade descriptors and other information concerning grading are contained in the Macquarie University Grading Policy which is available at:


Grading Appeals and Final Examination Script Viewing
If, at the conclusion of the unit, you have performed below expectations, and are considering lodging an appeal of grade and/or viewing your final exam script please refer to the following
website which provides information about these processes and the cut off dates in the first instance. Please read the instructions provided concerning what constitutes a valid grounds for appeal before appealing your grade.

http://www.businessandeconomics.mq.edu.au/new_and_current_students/undergraduate_current_students/how_do_i/grade_appeals/

**Special Consideration Policy**

The University is committed to equity and fairness in all aspects of its learning and teaching. In stating this commitment, the University recognises that there may be circumstances where a student is prevented by unavoidable disruption from performing in accordance with their ability. A special consideration policy exists to support students who experience serious and unavoidable disruption such that they do not reach their usual demonstrated performance level. The policy is available at:

http://www.mq.edu.au/policy/docs/special_consideration/policy.html

**Student Support**

Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at: [http://students.mq.edu.au/support/](http://students.mq.edu.au/support/).

**UniWISE provides:**

- Online learning resources and academic skills workshops [http://www.mq.edu.au/learning_skills/](http://www.mq.edu.au/learning_skills/)
- Personal assistance with your learning & study related questions.
- The Learning Help Desk is located in the Library foyer (level 2).
- Online and on-campus orientation events run by Mentors@Macquarie.

**Student Enquiry Service**

Details of these services can be accessed at [http://www.student.mq.edu.au/ses/](http://www.student.mq.edu.au/ses/).

**Equity Support**

Students with a disability are encouraged to contact the Disability Support Unit who can provide appropriate help with any issues that arise during their studies.

**IT Help**

If you wish to receive IT help, we would be glad to assist you at [http://informatics.mq.edu.au/help/](http://informatics.mq.edu.au/help/).

When using the university's IT, you must adhere to the Acceptable Use Policy. The policy applies to all who connect to the MQ network including students and it outlines what can be done.
Graduate Capabilities

Creative and Innovative

Our graduates will also be capable of creative thinking and of creating knowledge. They will be imaginative and open to experience and capable of innovation at work and in the community. We want them to be engaged in applying their critical, creative thinking.

This graduate capability is supported by:

Learning outcome

• Analyse environmental information for use in strategic plans.

Problem Solving and Research Capability

Our graduates should be capable of researching; of analysing, and interpreting and assessing data and information in various forms; of drawing connections across fields of knowledge; and they should be able to relate their knowledge to complex situations at work or in the world, in order to diagnose and solve problems. We want them to have the confidence to take the initiative in doing so, within an awareness of their own limitations.

This graduate capability is supported by:

Learning outcomes

• Analyse environmental information for use in strategic plans.
• Review competitive dynamics and rivalry and its impacts on the industry.

Assessment tasks

• Essay
• Group Assessment
• Final Examination

Effective Communication

We want to develop in our students the ability to communicate and convey their views in forms effective with different audiences. We want our graduates to take with them the capability to read, listen, question, gather and evaluate information resources in a variety of formats, assess, write clearly, speak effectively, and to use visual communication and communication technologies as appropriate.

This graduate capability is supported by:

Assessment tasks

• Essay
• Group Assessment
• Final Examination
Discipline Specific Knowledge and Skills

Our graduates will take with them the intellectual development, depth and breadth of knowledge, scholarly understanding, and specific subject content in their chosen fields to make them competent and confident in their subject or profession. They will be able to demonstrate, where relevant, professional technical competence and meet professional standards. They will be able to articulate the structure of knowledge of their discipline, be able to adapt discipline-specific knowledge to novel situations, and be able to contribute from their discipline to inter-disciplinary solutions to problems.

This graduate capability is supported by:

**Learning outcomes**

- Assess the nature of an industry's strategic issues and the environment in which they are generated.
- Evaluate the importance of strategic business planning.
- Analyse environmental information for use in strategic plans.
- Review competitive dynamics and rivalry and its impacts on the industry.
- Understand different approaches to strategy.

**Assessment task**

- Group Assessment

Critical, Analytical and Integrative Thinking

We want our graduates to be capable of reasoning, questioning and analysing, and to integrate and synthesise learning and knowledge from a range of sources and environments; to be able to critique constraints, assumptions and limitations; to be able to think independently and systemically in relation to scholarly activity, in the workplace, and in the world. We want them to have a level of scientific and information technology literacy.

This graduate capability is supported by:

**Learning outcomes**

- Evaluate the importance of strategic business planning.
- Analyse environmental information for use in strategic plans.
- Review competitive dynamics and rivalry and its impacts on the industry.

**Assessment tasks**

- Essay
- Group Assessment
- Final Examination
Capable of Professional and Personal Judgement and Initiative

We want our graduates to have emotional intelligence and sound interpersonal skills and to demonstrate discernment and common sense in their professional and personal judgement. They will exercise initiative as needed. They will be capable of risk assessment, and be able to handle ambiguity and complexity, enabling them to be adaptable in diverse and changing environments.

This graduate capability is supported by:

**Learning outcomes**

- Assess the nature of an industry's strategic issues and the environment in which they are generated.
- Evaluate the importance of strategic business planning.
- Analyse environmental information for use in strategic plans.
- Review competitive dynamics and rivalry and its impacts on the industry.
- Understand different approaches to strategy.

**Assessment tasks**

- Essay
- Group Assessment
- Final Examination

**Research and Practice**

This unit uses research by various researchers.

This unit uses research from the following journals:

- Strategic Management Journal
- Management for Strategic Business Ideas
- Business Monitor International
- Global Business Review

This unit gives you practice in applying research findings in your assignments.

This unit gives you opportunities to conduct your own research.