## General Information

**Unit convenor and teaching staff**

**Unit Convenor and Lecturer**
Edward Wray-Bliss
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Contact via By email
Building E4A, Room 651
By appointment please

Yang Yang
<yang.yang@mq.edu.au>

**Credit points**
3

**Prerequisites**
(Admission to BBA and MKTG101 and 6cp at 200 level including (ACCG200 or ACCG253 or AFIN253)) or (BBA220 and FOBE202)

**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 is 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://www.mq.edu.au/study/calendar-of-dates](https://www.mq.edu.au/study/calendar-of-dates)
Learning Outcomes

On successful completion of this unit, you will be able to:

- Critically assess the nature and origins of strategic management
- Identify and analyse strategic issues in a management context
- Demonstrate awareness of the major conceptualisations of strategic management
- Demonstrate awareness of contemporary challenges for and critiques of Strategic Management

Assessment Tasks

<table>
<thead>
<tr>
<th>Name</th>
<th>Weighting</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assignment One</td>
<td>30%</td>
<td>Week 5</td>
</tr>
<tr>
<td>Assignment Two</td>
<td>30%</td>
<td>Week 13 (Final Report)</td>
</tr>
<tr>
<td>Final Examination</td>
<td>40%</td>
<td>University Examination Period</td>
</tr>
</tbody>
</table>

Assignment One

Due: Week 5
Weighting: 30%

Essay questions and guidance will be made available on ilearn in Week 2. The essay will require you to discuss the history of strategy in management.

Submission.

On-Line, via Turnitin, on the unit ilearn site by 12pm (mid day) on the Friday of Week 5.

Extensions and Penalties:

No extensions will be granted. Late tasks will be accepted up to 72 hours after the submission deadline. 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 – 20% penalty). This penalty does not apply for cases in which an application for disruption of studies is made to the Faculty and approved.

On successful completion you will be able to:

- Critically assess the nature and origins of strategic management

Assignment Two

Due: Week 13 (Final Report)
Weighting: 30%
Groups of (5 students) prepare a case study written report and oral presentation on a chosen organisation. This will require a comprehensive analysis of the strategic successes and failures of the organisation drawing upon ideas and concepts learned in class. Details will be available on ilearn from Week 5.

Submission.

Group presentations will take place in tutorials in Weeks 10, 11 and 12. The final written report will be uploaded online, via Turnitin, on the unit ilearn site by 12pm (mid day) on Friday of Week 13.

Extensions and Penalties:

No extensions will be granted. Late tasks will be accepted up to 72 hours after the submission deadline. 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 – 20% penalty). This penalty does not apply for cases in which an application for disruption of studies is made to the Faculty and approved.

On successful completion you will be able to:
- Identify and analyse strategic issues in a management context
- Demonstrate awareness of contemporary challenges for and critiques of Strategic Management

Final Examination

Due: University Examination Period
Weighting: 40%

A three (3) hour final examination under closed book conditions and within the University formal examination period.

On successful completion you will be able to:
- Demonstrate awareness of the major conceptualisations of strategic management
- Demonstrate awareness of contemporary challenges for and critiques of Strategic Management

Delivery and Resources

Classes

There are 3 hours of face-to-face teaching per week, consisting of 1 x 2 hour lecture and 1 x 1 hour tutorial.

Timetables for classes can be found on the University web site at www.timetables.mq.edu.au
Prizes

A Certificate Prize will be awarded to the student/s achieving the highest mark within this cohort.

Required and Recommended reading

The required reading for this unit consists of a collection of 8 academic articles on strategy and management that will be uploaded for you on the unit ilearn site. You will need to download and read the designated article before your tutorials in weeks 2 through to 9 and to bring the article and your notes on it to the tutorial. Your understanding of each of these articles is examined in the final exam.

In addition, there will be a number of further articles uploaded on ilearn under each week’s topic area. You will need to read a selection of these and use them in your assignments.

Unit web Page

The web (ilearn) page for this unit can be found at http://ilearn.mq.edu.au

Technology

Access to a personal computer is required for downloading resources from ilearn.

Unit Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Tutorial (All articles are on ilearn and need to be downloaded, read and brought to your tutorial)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction 1: Ambiguous Strategy</td>
<td>No tutorial</td>
</tr>
<tr>
<td></td>
<td>First Assignment Due</td>
<td></td>
</tr>
</tbody>
</table>
### Understanding Strategy 5:
Global understandings of Strategy


### Strategic Challenges 1:
Strategic success and failure: Part I


### Strategic Challenges 2:
Strategic success and failure: Part II


### Strategic Challenges 3:
The environment as strategic challenge

Student Group Presentations

### Strategic Challenges 4:
Crisis as strategic challenge

Student Group Presentations

### The Future of Strategy

Student Group Presentations

### Revision

Final Report Due

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**Policies and Procedures**

Macquarie University policies and procedures are accessible from [Policy Central](http://mq.edu.au/policy/docs). Students should be aware of the following policies in particular with regard to Learning and Teaching:


In addition, a number of other policies can be found in the [Learning and Teaching Category](http://mq.edu.au/policy/docs) of Policy Central.

**Student Code of Conduct**

Macquarie University students have a responsibility to be familiar with the Student Code of
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 improve your marks and take control of your study.

- Workshops
- StudyWise
- Academic Integrity Module for Students
- Ask a Learning Adviser

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

IT Help

For help with University computer systems and technology, visit 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.

Graduate Capabilities

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

- Critically assess the nature and origins of strategic management
- Identify and analyse strategic issues in a management context
- Demonstrate awareness of the major conceptualisations of strategic management
- Demonstrate awareness of contemporary challenges for and critiques of Strategic Management

Assessment tasks

- Assignment One
- Final Examination

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 systematically 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:

Assessment tasks

- Assignment Two
- Final Examination

Engaged and Ethical Local and Global citizens

As local citizens our graduates will be aware of indigenous perspectives and of the nation's historical context. They will be engaged with the challenges of contemporary society and with knowledge and ideas. We want our graduates to have respect for diversity, to be open-minded, sensitive to others and inclusive, and to be open to other cultures and perspectives: they should have a level of cultural literacy. Our graduates should be aware of disadvantage and social justice, and be willing to participate to help create a wiser and better society.

This graduate capability is supported by:

Learning outcome

- Demonstrate awareness of contemporary challenges for and critiques of Strategic Management
Assessment task

• Assignment Two

Socially and Environmentally Active and Responsible

We want our graduates to be aware of and have respect for self and others; to be able to work with others as a leader and a team player; to have a sense of connectedness with others and country; and to have a sense of mutual obligation. Our graduates should be informed and active participants in moving society towards sustainability.

This graduate capability is supported by:

Learning outcome

• Demonstrate awareness of contemporary challenges for and critiques of Strategic Management

Changes from Previous Offering

The unit has been changed to better encompass the range of academic perspectives and analyses of strategy. In the current structure and content students will be better able to assess the social, ethical, political and technical nature of strategy and to understand the complex and ambiguous function of strategy in managerial work.

Research and Practice

This unit requires students to engage with contemporary and classic research texts on strategy, drawn from the leading management and strategy journals. As such, the unit fosters student's abilities to read and understand published academic research on the subject area. In addition, students will conduct their own independent research into the strategies and performance of real organisations - drawing upon the academic material to develop a research-informed analysis of contemporary business practice.