# BBA 350

## Strategic Management

MQC1 Evening 2015

*Dept of Marketing and Management*

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## Disclaimer

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# General Information

Unit convenor and teaching staff  
Lecturer-in-Charge  
Terry Standen  
terry.standen@mqc.edu.au  
Contact via By Email  
Please email Terry and an appointment will be arranged.

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://students.mq.edu.au/important-dates](https://students.mq.edu.au/important-dates)

# Learning Outcomes

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

**Assessment Tasks**

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<tr>
<th>Name</th>
<th>Weighting</th>
<th>Due</th>
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<tr>
<td>Assignment One</td>
<td>30%</td>
<td>Week 5</td>
</tr>
<tr>
<td>Assignment Two</td>
<td>30%</td>
<td>Week 12 (Final Report)</td>
</tr>
<tr>
<td>Final Examination</td>
<td>40%</td>
<td>University Examination Period</td>
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**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.**

Hard Copy in class in Week 5. Soft Copy On-Line, via Turnitin, on the unit ilearn site by 11.30pm on the day of class.

**Extensions and Penalties:**

**Extension:**

Extensions will only be granted with an approved "Disruption to Studies" application lodged with ask.mq.edu.au prior to the due date.

**Penalties:**

Late submissions will be penalised at 10% per day late up to five working days. After which zero (0) marks will be recorded.

This Assessment Task relates to the following Learning Outcomes:

- Critically assess the nature and origins of strategic management

**Assignment Two**

Due: **Week 12 (Final Report)**  
Weighting: **30%**

Groups of (3 to 4 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 12. The final written report will be submitted in class in Week 12, and will be uploaded online, via Turnitin, on the unit iLearn site by 11.30pm on the day of class.

Extensions and Penalties:

Extension:
Extensions will only be granted with an approved "Disruption to Studies" application lodged with ask.mq.edu.au prior to the due date.

Penalties:
Late submissions will be penalised at 10% per day late up to five working days. After which zero (0) marks will be recorded.

This Assessment Task relates to the following Learning Outcomes:
- 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.

This Assessment Task relates to the following Learning Outcomes:
- 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 MQC Portal

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>
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<tbody>
<tr>
<td>1</td>
<td>Introduction 1: Ambiguous Strategy</td>
<td>GTKY Exercises.</td>
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### 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:


The Disruption to Studies Policy is effective from March 3 2014 and replaces the Special Consideration Policy.

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

### Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: [https://students.mq.edu.au/support/student_conduct/](https://students.mq.edu.au/support/student_conduct/)

### Results

Results shown in iLearn, 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.
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 Support at Macquarie City Campus

Students who require assistance are encouraged to contact the Student Services Manager at Macquarie City Campus. Please see reception to book an appointment.

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

At any time students (or groups of students) can book our Student Advising rooms on Level 6 by emailing info@city.mq.edu.au with a day and time and nominated contact person. There are additional student study spaces available on Level 1.

Macquarie University Campus Wellbeing also has a presence on the City Campus each week. If you would like to make an appointment, please email info@city.mq.edu.au or visit their website at: http://www.campuslife.mq.edu.au/campuswellbeing

StudyWISE provides:

- Online learning resources and academic skills workshops http://www.mq.edu.au/learningskills
- Personal assistance with your learning & study related questions

Student Enquiry Service

For all student enquiries, visit Student Connect at ask.mq.edu.au

Equity 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.
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.

IT Help at Macquarie City Campus

If you wish to receive IT help, we would be glad to assist you at http://informatics.mq.edu.au/help/ or call 02 9850-4357.

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.

Students must use their Macquarie University email addresses to communicate with staff as it is University policy that the University issued email account is used for official University communication.

Students are expected to act responsibly when utilising Macquarie City Campus IT facilities. The following regulations apply to the use of computing facilities and online services:

- Accessing inappropriate web sites or downloading inappropriate material is not permitted.
- Material that is not related to coursework for approved unit is deemed inappropriate.
- Downloading copyright material without permission from the copyright owner is illegal, and strictly prohibited. Students detected undertaking such activities will face disciplinary action, which may result in criminal proceedings.

Non-compliance with these conditions may result in disciplinary action without further notice.

If you would like to borrow headphones for use in the Macquarie City Campus computer labs (210, 307, 311, 608) at any point, please ask at Level 2 Reception. You will be required to provide your MQC Student ID card. This will be held as a deposit while using the equipment.

For assistance in the computer labs, please see a Lab Demonstrator (usually they can be found...
Graduate Capabilities

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

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

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 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:

Assessment tasks

• Assignment Two
• Final Examination

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.