MGSM860

Strategic Management

Term 2 North Ryde 2018

MGSM Degree Programs

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General Information

Unit convenor and teaching staff Lecturer Jaco Lok jaco.lok@mgsm.edu.au Contact via jaco.lok@mgsm.edu.au MGSM room 159 Wednesdays 10am-5pm by appointment Lecturer Randal Tame randal.tame@mgsm.edu.au
Credit points 4
Prerequisites (Admission to MBA or MSocEntre and 32cp including MGSM850)
Corequisites
Co-badged status
Unit description Strategic Management is a capstone unit that builds on MGSM850 Strategic Frameworks and the other core management disciplines studied in MGSM MBA units. The purpose of this unit is to help you develop your own viewpoint on the most appropriate methods for effectively executing corporate strategy in 21st Century organisations. You will learn how to think and act to help develop, achieve and maintain the competitive advantage of an organisation.

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:

> Apply appropriate strategic tools and models in ways that leverage diverse cultural and market mindsets to improve the competitive positioning of an organisation.
>
> Synthesise concepts studied in other units of the MBA program to create and implement business strategies that produce competitive advantage.

Critically reflect on how applying responsible approaches to strategic business practice can impact positively on the ethical, social and environmental factors affecting the organisation.
Critically analyse stakeholder relationships to generate strategies that create and deliver sustainable value for stakeholders across value chains and complex networks
Critically reflect on and apply strategic principles to achieve incremental and transformational change across organisations.

Assessment Tasks

Name	Weighting	Hurdle	Due
Group Work I	20%	No	TBA in iLearn
Group Work II	25%	No	TBA in iLearn
Participation	15%	No	Continuous
Final Examination	40%	No	11-16 June 2018

Group Work I

Due: **TBA in iLearn**
Weighting: **20%**

LENGTH: Written report of **maximum 2,000 words** including title, headers, footnotes, tables, and/or graphs, but excluding your reference list. ***Anything beyond the 2,000 word limit other than your reference list will not be marked, including appendices, etc, so there is no point including anything beyond the 2,000 word limit***.

Assignmnent:

This is a written group assignment. As a group you are free to choose one of the four companies specified below as a basis for a professionally written report that evaluates the company's strategic direction in relation to the main strategic challenges and opportunities it currently faces. Before deciding on your choice of companies, it is recommended that you do some basic research on all four. Not only will this help you determine which company you are most comfortable analysing in terms of information availability and the potential for generating strategic insights, it will also help you with your analysis of the competitive environment of the company of your choice.

For this assignment you will need to form syndicate groups of five students each, and assign one person in your group to e-mail the lecturer in charge the full names and student numbers of each of the members in your group by 16 April 2018, 5pm.

If you have not found a group yet by this date, or if you have not been able to form a full group of five students, you need to alert the lecturer in charge by e-mail before 16 April 2018, 5pm.

Statement of Expectations.

The major focus of this group assignment is to apply your course materials (unit readings; key concepts and discussions from the lectures) to a live case study in order to generate strategic insight. By “live case” we mean a real company facing a number of real current strategic challenges and opportunities on which a lot of information is publicly available, but for which a classical Harvard Business School-style case study has not been written (yet).

Instead of providing you with a ready-made written case study for analysis, it is expected that your group will collect and analyse information relevant to the chosen case, using reliable sources. Your group will then need to agree on the baseline of information it wants to use as a basis for determining and evaluating the company’s strategy in relation to its main strategic opportunities and challenges.

It is expected that your report will cover all questions listed below in relation to your chosen case company in a way that demonstrates your group’s best efforts at applying the course materials to those questions as a basis for generating strategic insight.

The report needs to be professionally written, following a clear structure with an executive summary, introduction, and conclusion. You need to use the Harvard Referencing Format for sources that you use in the text; do not include references in your reference list that you do not refer to in the text. If you need to make assumptions due to missing data, make sure to make this explicit in your report. Finally, it is extremely important that your conclusions are clearly focused, and logically supported by the analyses you choose to present and discuss.

HINT: The worst way you could tackle this assignment would be for each of the questions to simply be allocated to individual group members who go off and do their own preparation, and then lightly gluing the various answers together at the last minute. Instead, you will need to work together as a team on each of the main components of your report.

The four live case options are:

1. Netflix (with focus on the Australian market)
2. StreamCo (owner of Stan) (with a focus on the Australian market)
3. Foxtel (with a focus on the Australian market)
4. Amazon Prime (with a focus on the Australian market)

Make sure you answer the following questions. Please note that these questions do ***not*** necessarily need to form the basis for the structure of your report. They only refer to the content of the report, not its structure. The case questions may be answered in any order and should not be specifically labelled. Instead your paper will be a cohesive and coherent work that persuades the reader of the logic and solidness of your arguments, conclusions, and recommendations.

1. What is the company’s business model and strategy, and what are the key capabilities that are required to succeed with this business model and strategy? Make sure to support your conclusions with clear, data driven arguments.
2. How would you typify the company and its strategy according to the typology of Miles

and Snow, and what are the implications for its ability to successfully compete in the Australian market?

3. What do you see as the company's main strategic challenges and opportunities and why? Please make sure to take a broad perspective here that includes both the internal and external environment of the company, paying specific attention to areas of misalignment in relation to its business model and strategy.
4. How well do you think the company is positioned compared to its main competitors to meet its main strategic challenges and opportunities and why?
5. What do you think the company should do to improve its strategic position?

Specific marking criteria for this assignment will be provided in class/iLearn.

Group member responsibilities. All group members will be expected to contribute equally to the group assignment. Precise division of labour will be up to the group.

Group dynamics. Should any difficulties develop within the group regarding this assignment, you first need to try and resolve these yourself within your group, deploying the skills you have learned throughout your MBA. If you fail to reach a resolution, you need to alert the lecturer in charge immediately, and well before the assignment deadline. Completing the assignment with a sub-group, leaving the remaining members out, and then complaining about their lack of effort after assignment submission, is not acceptable. Equally, free riding is not acceptable either, and will be dealt with through the individual component of your assignment mark.

Group submissions. To assist in the marking, you will be required to submit three pieces of documentation. They are listed here.

1. A soft copy of your written report via iLearn email to the lecturer in charge. The recorded date and time your e-mail is received by the lecturer will count as your submission date and time. There is a 5% penalty per day (24 hours) for late submissions, starting immediately after the deadline passes. Please note that no changes can be made to the report once it has been submitted to the lecturer.
2. A list indicating specifically what each group member contributed. Just saying "research" or "writing" is too vague. (A sample list will be provided so you can see the level of detail required.) Your list must be physically signed off by every member of the group and is to be submitted via email to the lecturer up to 24 hours AFTER the submission deadline of the report. There is a 5% penalty per day (24 hours) for late submissions, starting immediately after the deadline for this component, which will apply to all group members regardless of who may be at fault for late submission and/or not signing off. If you cannot agree on the contributions of each member, you need to notify the lecturer in charge immediately before the deadline to discuss a solution.
3. The group's agreed-to percentage split of the marks. Should all members receive equal

marks? If not, how much more or less should each person receive, and why? Please note that this information is provided only as input to the lecturer, who makes the final determination. Again this information must be physically signed off by every member of

the group and must be submitted via email up to 24 hours AFTER the submission deadline of the report.

On successful completion you will be able to:

- Apply appropriate strategic tools and models in ways that leverage diverse cultural and market mindsets to improve the competitive positioning of an organisation.
- Synthesise concepts studied in other units of the MBA program to create and implement business strategies that produce competitive advantage.
- Critically reflect on how applying responsible approaches to strategic business practice can impact positively on the ethical, social and environmental factors affecting the organisation.
- Critically analyse stakeholder relationships to generate strategies that create and deliver sustainable value for stakeholders across value chains and complex networks
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Group Work II

Due: **TBA in iLearn**
Weighting: **25%**

Due: Session 8 or 9, depending on which case you are assigned

The lecturer will form eight groups of approximately equal size, depending on the number of course enrolments. Each group will be assigned one of eight live cases for analysis and results presentation. In real life you will often be put in situations in which you will be asked to work with a group of people you have never worked with before. It is an important part of your MBA to learn how to effectively navigate the team dynamics that can result from people with different cultural backgrounds. areas of expertise, personalities and motivations working together on complex problems. For this reason you will not have influence over which case study, and which fellow group members will be assigned to you. This is a capstone course that requires you to be able to integrate and apply all knowledge and capabilities you have gained and developed throughout your MBA experience, including those related to team dynamics, writing and presentations skills, critical thinking, etc.

Statement of Expectations. The major focus of this group assignment is to generate and present strategic insights for class discussion by applying your course materials (unit readings, lectures and discussions) to the assigned case. It is expected that your presentation will cover all questions relating to the assigned case, which will be listed in class and iLearn from Week 4 of the course.

Your presentation needs to be professional, with clear, high-impact slides, following a clear structure, and using a persuasive, engaging presentation style. Throughout your presentation you will need to use footnotes to reference the sources used in any particular slide; you do not need to discuss these sources in your presentation, but you may be questioned on them afterwards during the discussion. If you need to make assumptions due to missing data, make sure to make this explicit in your presentation. Finally, it is extremely important that your conclusions are clearly focused, and logically supported by the analyses you choose to present and discuss.

HINT: The worst way you could tackle this assignment would be for each of the questions to simply be allocated to individual group members who go off and do their own preparation, and then lightly gluing the various answers together at the last minute. Instead, you will need to work together as a team on each of the main components of your report.

The four cases for session 8 are:

1. David Jones
2. Myer
3. Amazon
4. Westfield

The four cases for session 9 are:

1. Uber
2. Facebook
3. Google
4. Apple

The questions relating to each case will be published in class and on iLearn. All questions must be substantively answered in your presentation, but these questions do not need to form the structure of your presentation (see previous assignment Group Work I).

Each group will have 20 minutes to cover their assigned case, and should ensure their presentation fills this full period, without going over time.. Padding with Q&A is not allowed as a means of filling time, and groups will be politely but firmly cut off at 20 minutes. It is therefore important that you conduct a number of practice runs to get the timing and delivery right

It is completely up to you how you want to approach your presentation in terms of approach, style, medium, etc. Creativity is strongly encouraged as long as it has impact, and does not detract from the professionalism of the presentation. It is important to make your presentation engaging and interactive in order to be able to continue to hold the active attention of your audience.

Specific marking criteria will be provided in class/iLearn.

Group member responsibilities. All group members will be expected to contribute equally to this group assignment. Precise division of labour will be up to the group. It is NOT required that all group members present, but it is expected that all group members will contribute to the effort in

developing and preparing for the delivery of the presentation.

Group dynamics. Should any difficulties develop within the group regarding this assignment, the group should talk with the lecturer as soon as the issue arises. It is important to advise the lecturer sooner rather than later

Group submissions. To assist in the marking, you will be required to submit three pieces of documentation. They are listed here.

1. A soft copy of the exact slide set (including any multimedia) used by the group, with written notes under the slides. That material is due by email to the lecturer before the start of the session in which your group is to present. There is a 5% penalty per day (24 hours) for late submissions, starting at the start time of the session in which you have been assigned to present. Please note that no changes can be made to the slide set once it has been submitted to the lecturer. Please also be aware that the written notes under the slides form part of the assessment, so make sure they are clear and complete. And finally, be aware that the lecturer has a real bias against strategy presenters who simply stand up and read out prepared written material, regardless whether you are reading from the notes section of the slides, a piece of paper, your mobile phone, or other means. This can make the presentation feel static and unprofessional, leading to disengagement of your audience, which is the opposite of what you need to be aiming for.
2. A list indicating specifically what each group member contributed. Just saying “research” or “writing” is too vague. (A sample list will be provided so you can see the level of detail required.) Your list must be physically signed off by every member of the group and is to be submitted via email to the lecturer up to 24 hours AFTER the submission deadline of the report. There is a 5% penalty per day (24 hours) for late submissions, starting immediately after the deadline for this component, which will apply to all group members regardless of who may be at fault for late submission and/or not signing off. If you cannot agree on the contributions of each member, you need to notify the lecturer in charge immediately before the deadline to discuss a solution.
3. The group’s agreed-to percentage split of the marks. Should all members receive equal marks? If not, how much more or less should each person receive, and why? Please note that this information is provided only as input to the lecturer, who makes the final determination. Again this information must be physically signed off by every member of the group and must be submitted via email up to 24 hours AFTER the submission deadline of the report.

On successful completion you will be able to:

- Apply appropriate strategic tools and models in ways that leverage diverse cultural and market mindsets to improve the competitive positioning of an organisation.
- Synthesise concepts studied in other units of the MBA program to create and implement business strategies that produce competitive advantage.
- Critically reflect on how applying responsible approaches to strategic business practice can impact positively on the ethical, social and environmental factors affecting the organisation.
- Critically analyse stakeholder relationships to generate strategies that create and deliver sustainable value for stakeholders across value chains and complex networks
- Critically reflect on and apply strategic principles to achieve incremental and transformational change across organisations.

Participation

Due: **Continuous**
Weighting: **15%**

Due: Continuous, in preparation for each of the sessions, except session 1.

We will create an online Discussion Board on which you are expected to discuss with your fellow classmates the readings and case studies that are assigned for a particular session in preparation for that session. You can also use the Discussion Board to discuss more general questions, issues, or remarks in relation to the course content.

You will be marked both on the quantity and quality of your contributions to the discussions across the duration of the course. In order to be able to contribute to discussions relating to an upcoming session it is important that you complete your readings and case preparation immediately following the previous session to allow sufficient time for engagement with your contributions.

Your contributions can include asking your colleagues for suggestions on particular questions or issues in relation to the course or course assignments. Requests for help, advice, or suggestions from fellow students will be positively marked as part of a sign of active class participation; engaging others to check your thinking or assist you in solving questions or issues that you may be struggling with is a sign of strength, not weakness. In other words, the point of the Discussion Board is not to try to make the most clever remarks, lecture at others, or show off your knowledge of the materials. Rather, it is to engage others in discussions that will enrich everybody's thinking.

Your contributions can also include critical viewpoints on particular readings or case studies that are supported by substantive arguments, instead of questions of taste or style. For example, you may want to discuss what crucial information may be missing in particular case studies, including discussions on why (and, perhaps in response, why not) you think the missing information is crucial to the case. You may also want to test your case recommendations with your colleagues to see whether your thinking is generally aligned with your fellow students. Finally, you may

explore the limits or weaknesses of particular theories and frameworks together, which would be an extremely important sign of critical thinking.

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- Critically reflect on and apply strategic principles to achieve incremental and transformational change across organisations.

Final Examination

Due: **11-16 June 2018**
Weighting: **40%**

Duration: 3 hours plus 20 minutes reading time.

At the conclusion of the unit there will be an open book examination of 3 hours plus 20 minutes reading time. It will represent 40% of the final aggregated course mark. There will be an exam review and practice session during Session 10 of the Strategic Management unit to help you prepare for this case based exam.

On successful completion you will be able to:

- Apply appropriate strategic tools and models in ways that leverage diverse cultural and market mindsets to improve the competitive positioning of an organisation.
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- Critically reflect on how applying responsible approaches to strategic business practice can impact positively on the ethical, social and environmental factors affecting the organisation.
- Critically analyse stakeholder relationships to generate strategies that create and deliver sustainable value for stakeholders across value chains and complex networks
- Critically reflect on and apply strategic principles to achieve incremental and transformational change across organisations.

Delivery and Resources

Required textbook: None. We will use our readings in iLearn instead. Recommended textbook: None.

Readings: A selection of readings on strategic management will be made available to you. Each article is identified with a particular class session.

Other current articles may be handed out in class.

Additional optional readings specific to the session's topic will be listed at the end of each slide set. These are for people who want to delve deeper into a particular issue we discuss in class.

For those with a strong interest in the field of strategy beyond this particular course, the following books, both classic and more contemporary, may be of interest. These texts are not required for this course..

- Afuah, A, Strategic Innovation, Routledge, New York, 2009.
- Black, R.J, Organisational Culture: Creating the Influence Needed for Strategic Success, Routledge, New York, 2003.
- De Wit, B, and Meyer, R, Strategy Synthesis, South-Western Publishing, Hampshire, 2010.
- Fleisher, CS, and Bensousson, BE, Business and Competitive Analysis, FT Press, New Jersey, 2009.
- Gamble, JE, and Thompson, AA, Essentials of Strategic Management: The Quest for Competitive Advantage, 2nd edition, McGraw-Hill Irwin, New York, 2011. Hamel, G, Leading the Revolution, McGraw Hill, 2000.
- Luthans, F, and Doh, JP, International Management: Culture, Strategy, and Behavior, 8th edition, HarperCollins, New York, 2011.
- Kotler, P, and Caslione, JA, Chaotics, Amacom, New York, 2009.
- Leinwand, P, and Mainardi, C, The Essential Advantage, Harvard Press, Boston, 2011.
- Mintzberg, H, The Rise and Fall of Strategic Planning, Prentice Hall, 1994.
- Mintzberg, H, and Quinn, JB, The Strategy Process, Prentice-Hall International, 1991. Osterwalder, A, and Pigneur, Y, Business Model Generation, Wiley, New Jersey, 2010. Taylor, WC, and LaBarre, PG, Mavericks at Work, HarperCollins, New York, 2006.
- Thompson, AA Jr, Peteraf, M, Gamble, J, and Strickland, AJ III, Crafting & Executing Strategy: The Quest for Competitive Advantage, 19th edition, McGraw-Hill Irwin, New York, 2013.

MGSM iLearn

The web page for this unit can be found at https://ilearn.mq.edu.au/login/MGSM/

Unit Schedule

Weekly class – Wednesday 6pm – 10pm (starts on 4 April 2018) - Lecturer: Jaco Lok

Block class - 13-15; 28-29 April 2018 - Lecturer: Randal Tame

Weekly class: There will be 10 weekly class sessions during the term, each one running from 6pm to 10pm.

Block class: There will be 5 days of class sessions during the term, each one running from 9am to 5pm.

We will start and end on time. Late arrivals will count negatively towards your participation mark for the course.

Each session will involve a combination of activities for you to complete before the session.

- **"Read"** means read in depth to grasp not only the key points but additional detail.
- **"Prepare"** means read the case more than once in its entirety, be able to succinctly describe the facts of the case, analyse the case based on what you have learned in your MBA and be prepared to discuss the case in class.

Please be aware that an important part of your preparation for each session is your participation in the online Discussion Board discussions, which will be marked (see "Participation" under "Assessment Tasks".)

Session-by-session details are as follows.

Session 1 - Strategic Thinking: Introduction to the Capstone course

This session will provide you with an overview of the course, including introducing you to the main concepts and frameworks that we will be using as a basis for further developing your strategic thinking capability.

Before class:

Read:

- "Miles and Snow: Enduring Insights for Managers" by Sumantra Ghoshal.
- "What is Strategy?" by Michael Porter.
- "4 ways to improve your strategic thinking skills" by Nina Bowman
- "5 strategy questions every leader should make time for." By Freek Vermeulen
- How to use a MECE structure (if you are not already familiar with it): http://workingwithmckinsey.blogspot.com.au/2014/02/MECE-at-McKinsey.html

Session 2 – Disruptive Competition I

Session 2 focuses on competitive dynamics over time that follow disruptive innovation.

Before class:

READ and discuss on Discussion Board:

- Magretta (2000) “Why Business Models Matter?” (HBR)
- Ovans “What is a business model?” (HBR)
- “Disruptive Technologies: Catching the Wave” by Clayton Christensen (HBR)
- “What is disruptive innovation?” by Christensen, Raynor and McDonald (HBR)
- “When first movers are rewarded, and when they are not.” By Klingebiel and Joseph (HBR)

PREPARE and discuss on Discussion Board:

CASE STUDY: *VivaColombia: The challenge of growing a low cost airline in Latin America*

Session 3 – Disruptive Competition II

Session 3 continues session 2’s focus on competitive dynamics over time that follow disruptive innovation, with a particular emphasis on strategic options for incumbents.

Before class:

READ and discuss on Discussion Board:

- “How likely is your industry to be disrupted” by Omar Abosh, Vedrana Savic, and Michael Moore (HBR)
- “Why preventing disruption in 2017 is harder than it was when Christensen coined the term” by Wessel, Maxwell (HBR)
- “Why Clayton Christensen is wrong about Uber and disruptive innovation.” By Moazed, Alex and Johnson, N.L. (techcrunch.com Feb 27, 2016)
- “Strategies to fight low cost rivals.” By Nirmalya, Kumar (HBR)

PREPARE and discuss on Discussion Board:

CASE STUDY: *Dealing with low-cost competition in the airline industry: The case of Lufthansa (A), (B), and (C)*

Session 4 - Organization Strategy I

Session 4 focuses on the importance of internal alignment between a company’s strategy, and the way it organizes itself in terms of its structure, systems, HRM, culture, and leadership. Case studies of four Australian examples of internal (mis)alignment will be prepared and discussed in class, with a particular focus on the challenges of strategy execution.

Before class:

READ and discuss on Discussion Board:

- Kaplan "How the balanced scorecard complements the McKinsey 7-S model" (Strategy & Leadership)
- Cox and Blake "Managing cultural diversity: Implications for organizational competitiveness" (HBR)
- Chris Zook "Growth strategies for business leaders." (HBR Webinar)
- Moss Kanter "Smart leaders focus on execution first and strategy second." (HBR)
- "Why System, Not Structure, Is the Way Toward Strategic Alignment: A Historical Perspective" by Robert S Kaplan and David P Norton

Session 5 - Organization Strategy II: Simulation

Session 5 allows you to practice executing an organization strategy through a simulation.

Before class:

READ and discuss on Discussion Board:

- Horan and Connerty "Good strategy execution requires balancing 4 tensions." (HBR)
- Simons "Control in an Age of Empowerment" (HBR)
- Wedell Wedellsborg "Are you solving the right problem?" (HBR)
- Sull, Homkes & Sull "Why strategy execution unravels – and what to do about it" (HBR)
- "The Hidden Traps in Decision Making" by John S Hammond, Ralph L Keeney and Howard Raiffa.

Session 6 - Strategic Sustainability I

Section 6 focuses on the growing legitimacy problem of business as a result of corporate scandals, and the importance of making strategy sustainable from a broader perspective than competitive advantage alone.

Before class:

READ and discuss on Discussion Board:

- "Harrington "Survey: People's trust has declined in business, media, government, and NGOs" (HBR)
- Mukherjee "Why we are seeing so many corporate scandals" (HBR)
- Carucci "Why ethical people make unethical choices." (HBR)
- Denning, Steve "The 'pernicuous nonsense of maximizing shareholder value." (Forbes,

27 Apr 2017)

- Mauboussin and Rappaport “Reclaiming the idea of shareholder value.” (HBR)

Session 7 - Strategic Sustainability II

Session 7 builds on session 6 by exploring how sustainable strategy can be developed

Before class:

READ and discuss on Discussion Board

- Kramer and Pfitzer “The ecosystem of shared value.” (HBR)
- Rodriguez Vila and Bharadwaj “Competing on social purpose.” (HBR)
- Velamuri, Harvey and Venkataraman “Being and ethical business in a corrupt environment.” (HBR)
- McLeverty and McKee “What you can do to improve ethics at your company.” (HBR)
- Rangan, Chase, and Karim “The truth about CSR” (HBR)

Sessions 8: Integrated Application I

Session 8 revolves around the presentation and discussion of four live case studies (Assessment Task “Group Work II”). We will discuss main players in the retail industry as a basis for developing a view on which of these players are best positioned, and how the others could compete more effectively.

Before class:

READ and discuss on Discussion Board:

- D’Aveni (2007) “Mapping Your Competitive Position” (HBR)
- Yangelovich and Meer “Rediscovering market segmentation” (HBR)
- Groysberg, Lee, Price and Cheng “The leader’s guide to corporate culture.” (HBR)
- Groysberg, Lee, Price and Cheng “Context, Conditions, and Culture.” (HBR)

In class: Group Work II Presentations on:

- David Jones
- Myer
- Amazon
- Westfields

Sessions 9: Integrated Application II

Session 9 revolves around the presentation and discussion of four live case studies (Assessment

Task "Group Work II"). We will discuss in what ways contemporary business models and strategies that are enabled by the Internet are different from more traditional ones.

Before class:

READ and Discuss on Discussion Board:

- Evans and Wurster "Strategy and the new economics of information" (HBR)
- Hagiu and Rothman "Network effects aren't enough" (HBR)
- Bughin and Van Zeebroeck "6 digital strategies and why some work better than others." (HBR)
- Porter, Michael "Strategy and the Internet." (HBR)

In class: Group Work II Presentations on:

- Uber
- Facebook
- Google
- Apple

Session 10 - Review and exam preparation

Focus of session: review of unit material, exam preparation, practice exam

Before class:

Read: No assigned reading for today.

Prepare: Questions regarding course materials and/or the final exam

Bring to class all of your cases, notes and slides

Policies and Procedures

Macquarie University policies and procedures are accessible from Policy Central (https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central). 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 *(**Note:** The Special Consideration Policy is effective from 4 December 2017 and replaces the Disruption to Studies Policy.)*

Undergraduate students seeking more policy resources can visit the Student Policy Gateway (https://students.mq.edu.au/support/study/student-policy-gateway). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

If you would like to see all the policies relevant to Learning and Teaching visit Policy Central (https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/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/study/getting-started/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 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://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.

Graduate Capabilities

PG - Capable of Professional and Personal Judgment and Initiative

Our postgraduates will demonstrate a high standard of discernment and common sense in their professional and personal judgment. They will have the ability to make informed choices and decisions that reflect both the nature of their professional work and their personal perspectives.

This graduate capability is supported by:

Learning outcomes

- Apply appropriate strategic tools and models in ways that leverage diverse cultural and market mindsets to improve the competitive positioning of an organisation.
- Synthesise concepts studied in other units of the MBA program to create and implement business strategies that produce competitive advantage.
- Critically reflect on how applying responsible approaches to strategic business practice can impact positively on the ethical, social and environmental factors affecting the organisation.
- Critically analyse stakeholder relationships to generate strategies that create and deliver sustainable value for stakeholders across value chains and complex networks
- Critically reflect on and apply strategic principles to achieve incremental and transformational change across organisations.

Assessment tasks

- Group Work I
- Group Work II
- Participation
- Final Examination

PG - Discipline Knowledge and Skills

Our postgraduates will be able to demonstrate a significantly enhanced depth and breadth of knowledge, scholarly understanding, and specific subject content knowledge in their chosen fields.

This graduate capability is supported by:

Learning outcomes

- Apply appropriate strategic tools and models in ways that leverage diverse cultural and market mindsets to improve the competitive positioning of an organisation.

- Synthesise concepts studied in other units of the MBA program to create and implement business strategies that produce competitive advantage.
- Critically reflect on how applying responsible approaches to strategic business practice can impact positively on the ethical, social and environmental factors affecting the organisation.
- Critically analyse stakeholder relationships to generate strategies that create and deliver sustainable value for stakeholders across value chains and complex networks
- Critically reflect on and apply strategic principles to achieve incremental and transformational change across organisations.

Assessment tasks

- Group Work I
- Group Work II
- Participation
- Final Examination

PG - Critical, Analytical and Integrative Thinking

Our postgraduates will be capable of utilising and reflecting on prior knowledge and experience, of applying higher level critical thinking skills, and of integrating and synthesising learning and knowledge from a range of sources and environments. A characteristic of this form of thinking is the generation of new, professionally oriented knowledge through personal or group-based critique of practice and theory.

This graduate capability is supported by:

Learning outcomes

- Apply appropriate strategic tools and models in ways that leverage diverse cultural and market mindsets to improve the competitive positioning of an organisation.
- Synthesise concepts studied in other units of the MBA program to create and implement business strategies that produce competitive advantage.
- Critically reflect on how applying responsible approaches to strategic business practice can impact positively on the ethical, social and environmental factors affecting the organisation.
- Critically analyse stakeholder relationships to generate strategies that create and deliver sustainable value for stakeholders across value chains and complex networks
- Critically reflect on and apply strategic principles to achieve incremental and transformational change across organisations.

Assessment tasks

- Group Work I
- Group Work II
- Participation
- Final Examination

PG - Research and Problem Solving Capability

Our postgraduates will be capable of systematic enquiry; able to use research skills to create new knowledge that can be applied to real world issues, or contribute to a field of study or practice to enhance society. They will be capable of creative questioning, problem finding and problem solving.

This graduate capability is supported by:

Learning outcomes

- Apply appropriate strategic tools and models in ways that leverage diverse cultural and market mindsets to improve the competitive positioning of an organisation.
- Synthesise concepts studied in other units of the MBA program to create and implement business strategies that produce competitive advantage.
- Critically reflect on how applying responsible approaches to strategic business practice can impact positively on the ethical, social and environmental factors affecting the organisation.
- Critically analyse stakeholder relationships to generate strategies that create and deliver sustainable value for stakeholders across value chains and complex networks
- Critically reflect on and apply strategic principles to achieve incremental and transformational change across organisations.

Assessment tasks

- Group Work I
- Group Work II
- Participation
- Final Examination

PG - Effective Communication

Our postgraduates will be able to communicate effectively and convey their views to different social, cultural, and professional audiences. They will be able to use a variety of technologically supported media to communicate with empathy using a range of written, spoken or visual formats.

This graduate capability is supported by:

Learning outcomes

- Apply appropriate strategic tools and models in ways that leverage diverse cultural and market mindsets to improve the competitive positioning of an organisation.
- Synthesise concepts studied in other units of the MBA program to create and implement business strategies that produce competitive advantage.
- Critically reflect on how applying responsible approaches to strategic business practice can impact positively on the ethical, social and environmental factors affecting the organisation.
- Critically analyse stakeholder relationships to generate strategies that create and deliver sustainable value for stakeholders across value chains and complex networks
- Critically reflect on and apply strategic principles to achieve incremental and transformational change across organisations.

Assessment tasks

- Group Work I
- Group Work II
- Participation
- Final Examination

PG - Engaged and Responsible, Active and Ethical Citizens

Our postgraduates will be ethically aware and capable of confident transformative action in relation to their professional responsibilities and the wider community. They will have a sense of connectedness with others and country and have a sense of mutual obligation. They will be able to appreciate the impact of their professional roles for social justice and inclusion related to national and global issues

This graduate capability is supported by:

Learning outcomes

- Apply appropriate strategic tools and models in ways that leverage diverse cultural and market mindsets to improve the competitive positioning of an organisation.
- Synthesise concepts studied in other units of the MBA program to create and implement business strategies that produce competitive advantage.
- Critically reflect on how applying responsible approaches to strategic business practice can impact positively on the ethical, social and environmental factors affecting the organisation.
- Critically analyse stakeholder relationships to generate strategies that create and deliver sustainable value for stakeholders across value chains and complex networks

- Critically reflect on and apply strategic principles to achieve incremental and transformational change across organisations.

Assessment tasks

- Group Work I
- Group Work II
- Participation
- Final Examination

Changes from Previous Offering

Changes were:

- Individual work assessment was changed to a second group work assessment with a of 25% weighting
- Participation assessment was added with a weighting percentage of 15%
- Final examination assessment weighting percentage was changed to 50% from 40%
- Some cases and readings were changed with the aim of making the course materials as current as possible.

Alignment with MGSM's mission-driven attributes

Leadership: The unit develops judgment capability as to what is effective ethical leadership within different contexts.

Global mindset: The unit required me to make decisions from different cultural positions than my own.

Citizenship: The concepts corporate social responsibility, corporate governance and ethical decision making are core components of the unit.

Creating sustainable value: The unit demonstrated how the interrelatedness of functional business decisions connect to create value within an ethical context over the short and longer-terms.

Attendance Policy (MGSM)

The interactive environment of the classroom is central to the MGSM experience. Students are required to attend the full duration of all classes for the units in which they are enrolled. We recognise that exceptional circumstances may occur, such as unavoidable travel on behalf of your organization or the serious illness or injury of you or a close family member.

Special consideration may be given for a maximum of 20% non-attendance for such circumstances as long as lecturers are contacted in advance, and supporting documentation provided, to request exemption from attendance. Failure to abide by these conditions may result in automatic withdrawal, with academic and/or financial penalty. The full Student Attendance

Policy is published in the MGSM Student Handbook at https://students.mgsm.edu.au/handbook.

Content Disclaimer

These unit materials and the content of this unit are provided for educational purposes only and no decision should be made based on the material without obtaining independent professional advice relating to the particular circumstances involved.