



# MGSM850

## Strategic Frameworks

Term 4 Hong Kong 2018

*MGSM Degree Programs*

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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 Lecturer Miles Yang <a href="mailto:miles.yang@mq.edu.au">miles.yang@mq.edu.au</a>
Credit points 4
Prerequisites Admission to MBA or MMgmt or PGDipMgt or GradDipMgt or GradCertMgt or MEngMgt or MSocEntre or GradCertSocEntre
Corequisites
Co-badged status
Unit description This unit analyses the theories behind, and practical applications of, strategic frameworks used to achieve sustainable competitive advantage. You will learn why organisations change their strategic direction, the importance of those changes, and the process that leads to such key decisions. Importantly, there are no “universal solutions, only differing perspectives which can help you make competitively sustainable strategic decisions.

## 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:

Evaluate the role of organisational leadership in achieving strategic, responsible change, and superior organisational performance.

Synthesise and ethically balance a range of strategy frameworks and models in the context of international cultures, markets and industries, to improve an organisation’s competitive positioning and competitive advantage.

Develop a ‘triple bottom-line’ approach to organisational strategy that encompasses corporate social responsibility, effective corporate governance, environmental sustainability, and ethics into business decision-making.

Apply strategy frameworks and tools in ways that create resilient and sustainable organisations to benefit a wide spectrum of relevant stakeholders.

## Assessment Tasks

Name	Weighting	Hurdle	Due
<u>Individual case analysis</u>	20%	No	5pm (HKT) of 19 October 2018
<u>Group presentations</u>	30%	No	Sessions 9-10
<u>Final examination</u>	50%	No	Saturday, 3 November 2018

### Individual case analysis

Due: **5pm (HKT) of 19 October 2018**

Weighting: **20%**

The individual report is your **reflection on the Back Bay Simulation** undertaken in session 6.

Prepare and submit an essay form reflection about the simulation experience, your individual results, and your analysis of the simulation. Briefly outline the actions you took during the 8 rounds of the simulation. The most important task is to do analysis of the firm's success and failures, explaining what decisions were correct, and what you could have done differently. Use the theories and frameworks we have discussed in the unit as analytical tools and to support your view.

The **Simulation Foreground Reading: Back Bay Battery** document will be provided to students closer to date. Students will be advised via the iLearn announcement.

#### Back Bay Battery simulation

This simulation is designed to bridge theories in strategic management, innovation and the impact of an emerging, disruptive technology to the real-world context in which managers must make decisions about investing in innovative technologies under conditions of uncertainty. The simulation presents you the challenges associated with making investment choices under uncertain and highly constraining real world conditions.

In playing the simulation, you will learn that:

1. Disruptive innovations are often not good enough for a firm's existing best customers, but managers need to keep an eye on whether these innovations have attributes that are "good enough" for some other set of customers, and what the performance trajectory looks like.
2. Sometimes the best opportunity for a product is not visible early on, and it takes time to develop. Closely watching the market and building strategy in an emergent way is helpful in these circumstances.

3. Getting the timing and level of R&D spending right is very difficult for a manager. One has to carefully allocate funds based on evolution of the firm's strategy.
4. The need to meet specific short-term financial targets can constrain a company's ability and willingness to innovate.
5. When confronted with a potentially disruptive innovation, the manager is best positioned to invest in it when the core business is healthy. At the same time, he/she needs to be "impatient for profit" with the new disruptive business, trying to get it profitable as quickly as possible.

### **Your role in the simulation**

Students play the role of a business unit manager at the Back Bay Battery company, who faces the dilemma of balancing a portfolio of investment strategies across products in the rechargeable battery market space. Players have to manage R&D investment trade-offs between sustaining investment in the unit's existing battery business versus investing in a new, potentially disruptive battery technology.

You must decide which market opportunities to pursue, each of which offers the student varying levels of market intelligence and differing short- and long-term payoff prospects.

You manage the investment portfolios over 8 simulated years. Throughout the simulation, you are forced to address a number of challenges, including timing and level of investment across both mature and new technology businesses, choices regarding market opportunities and inherent product performance characteristics, requirements to meet constraining financial objectives and constant trade-offs between investment options; all in the context of uncertain market information.

### **Please ensure the following for this assignment**

Please ensure your full name, student number, unit code (MGSM850), unit name (Strategic Frameworks), and lecturer (Dr. Miles Yang) is clearly visible on your assignment. It is important that you link your reflection back to suitable frameworks and theories discussed in the unit using appropriate referencing. You are encouraged to also search for additional literature (e.g., academic articles) to support your writing.

Max 1000 words with 11 pt font with 1.5 spacing. You will be penalized 5 marks for every extra 100 words.

Please note: This assignment is an individual assessment. Plagiarism - the use of others' words without attribution - is considered a serious offence, and may result in failure for the unit. Spot checks to detect plagiarism from internet sources will be conducted.

The marking criteria, which will be applied to this assignment, will be made available on the class iLearn page.

### **Submission**

Students are to submit 1 x soft-copy of their individual report on the due date as listed in the box above. The soft-copy submission will be submitted to Turnitin via the MGSM iLearn portal, a

program used to ensure the originality of the work undertaken by the submitter. The hard-copy submission will be used for marking purposes by the lecturer. The hard-copy submission should be single sided and stapled at the top left-hand corner.

### **Extensions and penalties:**

No extensions will be granted. 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 special consideration is made and approved. No submission will be accepted after solutions have been posted.

On successful completion you will be able to:

- Evaluate the role of organisational leadership in achieving strategic, responsible change, and superior organisational performance.
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- Apply strategy frameworks and tools in ways that create resilient and sustainable organisations to benefit a wide spectrum of relevant stakeholders.

## **Group presentations**

Due: **Sessions 9-10**

Weighting: **30%**

**Duration:** 30 min presentation plus 10 min discussion per group (duration is subject to change)

**Format:** Oral class group presentation

**Date:** During sessions 9 - 10 depending on group allocation

You will be a member of a group of students and assigned to a particular company for the purposes of this assignment. Your group must conduct a comprehensive strategic analysis as described below. Please note: if your group would like to work on a specific organisation (e.g., your employer or your own start-up), please contact the lecturer to confirm if the organisation is suitable for this assignment.

This assessment task will be marked in the following ways:

- 15% of the total 30% weighting - The group as a whole will be marked according to the quality of the final presentation that will be delivered in class.
- 15% of the total 30% weighting - Each group member will be marked according to the quality of the delivery of their oral presentation, as well as how well the group members deal with questions from both the audience and the lecturer.

As part of the submission, the group is also required to provide, on one page, a statement of

exactly what each member did for this task, signed off by each member of the group. If there are sizable discrepancies concerning contributions within the group, the lecturer reserves the right to apportion marks unequally.

Groups must ensure that all members contribute equally to the assignment. Should any difficulty occur with this, the group should talk with the lecturer as soon as possible. At the time of handing in the assignment the group should agree on what percentage of the mark each person should receive. You should indicate this information on the cover sheet of the assignment.

If the group assesses the contribution of each member as equal, each would receive 100% of the final mark. In cases where the group decides that some members did not contribute equally, this should be reflected in the percentage (if there is problem in the group, please tell me sooner rather than later).

The case study and presentation times (subject to change) for each group will be determined in Session 3.

Use the frameworks and concepts from the course to identify and discuss the appropriate key features and strategic factors of the company that has been assigned to you.

The following suggestions **may assist you in preparing** the group assignment. This is not a template to be replicated but a starting point for you to further develop.

Use recent and older data from multiple sources (i.e. from the past 1-5 years and with references) to:

- Structure of the industry and key participants (who are the rivals?)
- Demand - supply characteristics, growth, prospects for the future (Threats and opportunities)
- Environmental factors- e.g. changes in technology, and other global influences
- Profitability of the industry and who captures the profits
- Basis of competition between industry participants; strategic groups; rivalry, etc.
- Sources of competitive advantage in the industry- Key competitive success factors
- Study the formulation & implementation of strategy of the **nominated company** that has been assigned to your group.
- Detail the way in which the **nominated company** has evolved/positioned itself/ implemented its strategy in recent years in the industry/sector. **Focus on a resources and capabilities view** to show how competitive advantage has been built.
- Determine/ conclude what the strategic issues are for the future of the firm.
- In line with your strategic analysis make recommendations for the future that could improve the company's strategy/positioning. Explain your criteria for doing so (i.e. show how the recommendations logically link to your strategic analysis).

A marking criterion matrix will be made available on the class iLearn page which and will be applied to this assessment. Students/groups should follow the marking criterion matrix related to

their allocated assignment.

**Submission:**

Groups are to submit 1 x soft-copy **and** 1 x hard-copy of their presentation slides to the lecturer on the day of the group's presentation. The soft-copy submission must be uploaded into the submission link in the class iLearn page.

**No extensions will be granted.**

On successful completion you will be able to:

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- Apply strategy frameworks and tools in ways that create resilient and sustainable organisations to benefit a wide spectrum of relevant stakeholders.

## Final examination

Due: **Saturday, 3 November 2018**

Weighting: **50%**

**Duration:** 3 hours plus 10 minutes reading time

You are expected to present yourself for examination at the time and place as designated by HKMA.

The final examination will be **closed book** and will consist of single case study and four mandatory questions covering content from your unit materials, as well as exercise and group discussions. More details on the exam will be provided over the term. University final exam conditions apply.

On successful completion you will be able to:

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corporate social responsibility, effective corporate governance, environmental sustainability, and ethics into business decision-making.

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## Delivery and Resources

### Required Textbook:

Johnson, G., Whittington, R., Scholes, K., Angwin, D. and Regner, P. (2017). Exploring strategy. 11th edition. Harlow, UK: Pearson Education Limited. ISBN: 9781292145129

**Please note:** It is recommended that you read the chapters suggested in the unit guide prior to the relevant class.

A selection of readings on Strategic Management will also be made available. Specific articles are recommended for review in connection with each class session. Optional readings (classic and contemporary) are listed below for students interested in reading further in the field of Strategic Management.

### How to attain your textbook

A HKMA administrator will contact students once the required textbook is available for collection from the HKMA campus.

### Other optional resources

We have also provided additional material in the iLearn unit (articles, book chapters and video links) as a resource for you. These supplementary unit materials are not compulsory and have been provided as extra resources should you be particularly interested in a topic.

### Optional reading resources

Below is a list of other readings related and extended beyond this unit which you may wish to look into.

- Barney, J. (1991), "Firm Resources and Sustained Competitive Advantage," *Journal of Management*, 17 (1), 99-120.
- Collins, J.C. and Porras, J.I., *Built to Last - Successful Habits of Visionary Companies*, Harper Collins, New York, 1994
- D'aveni, R.A. & MacMillan, I.C.; *Hypercompetition*, The Free Press, New York, 2006.
- Hamel, G. and Prahalad, C.K., *Competing for the Future*, Harvard Business School Press, Boston, 1994
- Kim, W.C. and Mauborgne, R., *Blue Ocean Strategy*, Harvard Business School Publishing, Boston, 2005.
- Mintzberg, H., *The Rise and Fall of Strategic Planning*, Prentice Hall, 1994



- Osterwalder, A. and Pigneur, Y., Business Model Generation, Wiley, New Jersey, 2010.
- Porter, M.E., Competitive Strategy, Free Press, 1980
- Porter, M.E., Competitive Advantage: Creating and Sustaining Superior Performance, Free Press, 1985
- Senge, P.M., The Fifth Discipline, Double Day Currency, 1990
- Teece, D. (2007) "Explicating Dynamic Capabilities: The Nature and Microfoundations of (sustainable) Enterprise Performance", Strategic Management Journal, 28, 1319-1350

## MGSM iLearn

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

## Technology

Access to a personal computer is required to access resources and learning material from iLearn.

## Unit Schedule

**Students are required to attend all classes.**

This unit will be presented over 10 sessions as follows:

**Date of class:**

**BLOCK weekend 1:** 28 - 30 September 2018

**BLOCK weekend 2:** 5 - 7 October 2018

Session	Topics and associated case studies/readings/ textbook chapters
1 6pm to 10pm (Hong Kong time) of Friday, 28 September 2018	<b>Leading the way: The Strategy concept and Leadership</b>  Recommended textbook chapters: 1 & 15
2 2pm to 6pm (Hong Kong time) of Saturday, 29 September 2018	<b>Understanding the market</b>  Recommended textbook chapters: 2 & 3
3 6pm to 10pm (Hong Kong time) of Saturday, 29 September 2018	<b>Understanding your organisation</b>  Recommended textbook chapters: 4
4 9am to 1pm (Hong Kong time) of Sunday, 30 September 2018	<b>Designing business strategies</b>  Recommended textbook chapters: 7

Session	Topics and associated case studies/readings/ textbook chapters
<p><b>5</b></p> <p>1pm to 5pm (Hong Kong time) of Sunday, 30 September 2018</p>	<p><b>Designing corporate strategies</b></p> <p>Recommended textbook chapters: 8</p>
<p><b>6</b></p> <p>6pm to 10pm (Hong Kong time) of Friday, 5 October 2018</p>	<p><b>Strategy Simulation</b></p>
<p><b>7</b></p> <p>2pm to 6pm (Hong Kong time) of Saturday, 6 October 2018</p>	<p><b>Blue ocean strategy</b></p>
<p><b>8</b></p> <p>6pm to 10pm (Hong Kong time) of Saturday, 6 October 2018</p>	<p><b>Designing sustainable strategies</b></p> <p>Recommended textbook chapter: 5</p>
<p><b>9</b></p> <p>9am to 1pm (Hong Kong time) of Sunday, 7 October 2018</p>	<p><b>Contemporary issues in strategy</b></p> <p>+ group presentations</p>
<p><b>10</b></p> <p>1pm to 5pm (Hong Kong time) of Sunday, 7 October 2018</p>	<p><b>Bringing it all together</b></p> <p>Overview and exam preparation</p> <p>Recommended textbook chapter: 13</p> <p>+ group presentations</p>
	<p><b>Final exam day:</b> 3 November 2018</p>

## Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central \(https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central\)](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) (<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](http://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central) (<http://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](http://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](http://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](http://ask.mq.edu.au)

## IT Help

For help with University computer systems and technology, visit [http://www.mq.edu.au/about\\_us/](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

- Evaluate the role of organisational leadership in achieving strategic, responsible change, and superior organisational performance.
- Synthesise and ethically balance a range of strategy frameworks and models in the context of international cultures, markets and industries, to improve an organisation's competitive positioning and competitive advantage.
- Develop a 'triple bottom-line' approach to organisational strategy that encompasses corporate social responsibility, effective corporate governance, environmental sustainability, and ethics into business decision-making.
- Apply strategy frameworks and tools in ways that create resilient and sustainable organisations to benefit a wide spectrum of relevant stakeholders.

#### Assessment tasks

- Individual case analysis
- Group presentations
- 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

- Evaluate the role of organisational leadership in achieving strategic, responsible change, and superior organisational performance.

- Synthesise and ethically balance a range of strategy frameworks and models in the context of international cultures, markets and industries, to improve an organisation's competitive positioning and competitive advantage.
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## **Assessment tasks**

- Individual case analysis
- Group presentations
- 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**

- Evaluate the role of organisational leadership in achieving strategic, responsible change, and superior organisational performance.
- Synthesise and ethically balance a range of strategy frameworks and models in the context of international cultures, markets and industries, to improve an organisation's competitive positioning and competitive advantage.
- Develop a 'triple bottom-line' approach to organisational strategy that encompasses corporate social responsibility, effective corporate governance, environmental sustainability, and ethics into business decision-making.
- Apply strategy frameworks and tools in ways that create resilient and sustainable organisations to benefit a wide spectrum of relevant stakeholders.

## **Assessment tasks**

- Individual case analysis
- Group presentations
- 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

- Evaluate the role of organisational leadership in achieving strategic, responsible change, and superior organisational performance.
- Synthesise and ethically balance a range of strategy frameworks and models in the context of international cultures, markets and industries, to improve an organisation's competitive positioning and competitive advantage.
- Develop a 'triple bottom-line' approach to organisational strategy that encompasses corporate social responsibility, effective corporate governance, environmental sustainability, and ethics into business decision-making.
- Apply strategy frameworks and tools in ways that create resilient and sustainable organisations to benefit a wide spectrum of relevant stakeholders.

### Assessment tasks

- Individual case analysis
- Group presentations
- 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

- Evaluate the role of organisational leadership in achieving strategic, responsible change, and superior organisational performance.
- Synthesise and ethically balance a range of strategy frameworks and models in the context of international cultures, markets and industries, to improve an organisation's competitive positioning and competitive advantage.
- Develop a 'triple bottom-line' approach to organisational strategy that encompasses

corporate social responsibility, effective corporate governance, environmental sustainability, and ethics into business decision-making.

- Apply strategy frameworks and tools in ways that create resilient and sustainable organisations to benefit a wide spectrum of relevant stakeholders.

## Assessment tasks

- Individual case analysis
- Group presentations
- 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

- Evaluate the role of organisational leadership in achieving strategic, responsible change, and superior organisational performance.
- Synthesise and ethically balance a range of strategy frameworks and models in the context of international cultures, markets and industries, to improve an organisation's competitive positioning and competitive advantage.
- Develop a 'triple bottom-line' approach to organisational strategy that encompasses corporate social responsibility, effective corporate governance, environmental sustainability, and ethics into business decision-making.
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## Assessment tasks

- Individual case analysis
- Group presentations
- Final examination

## Changes from Previous Offering

**Assessment tasks:** None

**Delivery and resources:** None

Unit schedule: None

## Alignment of this unit with MGSM's mission-driven attributes

- **Leadership:** The unit developed my understanding of the role of leadership at a strategic level within organisations and its importance in achieving superior performance through incremental and transformational change.
- **Global mindset:** The unit supported my ability to apply a range of strategy frameworks and models to firms that operate in international markets across a wide range of industries in order to improve competitive positioning.
- **Citizenship:** The unit allowed me to develop an appreciation of how firms contribute to society by their adoption of a 'triple bottom-line' approach that encompasses corporate social responsibility, corporate governance and ethical decision-making.
- **Creating sustainable value:** The unit encouraged my understanding of how effective strategy creates sustainable competitive advantage that benefits all stakeholders.

## 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.

## Changes since First Published

Date	Description
12/09/2018	Removed details of submission by hard copy for the individual case analysis as lecturer does not require this anymore. Students are only to submit a soft-copy submission via Turnitin.