



MGSM850

Strategic Frameworks

Term 1 North Ryde 2019

Department of Management

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Disclaimer

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General Information

Unit convenor and teaching staff

Lecturer - MONDAY evening North Ryde class

Miles Yang

miles.yang@mq.edu.au

Lecturer - WEDNESDAY morning North Ryde class

Ralf Wilden

ralf.wilden@mq.edu.au

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	Session 7 start of class
<u>Group presentations</u>	30%	No	Sessions 7-10
<u>Final examination</u>	50%	No	Exam week: 18 - 23 March 2019

Individual case analysis

Due: **Session 7 start of class**

Weighting: **20%**

Length: 1200 words with 11 pt font with 1.5 spacing. You will be penalised 5 marks for every extra 100 words.

Format: Reflection essay with the application of strategic frameworks

The individual report is your **reflection on the business management simulation** undertaken in session 6.

Prepare and submit an essay form reflection about the simulation experience, your individual results, and your strategic analysis of the simulation using course relevant strategic frameworks. Briefly outline the strategic decisions you made during the business management simulation. The most important task is to do a strategic analysis of the firm's success and failures using course relevant strategic frameworks, explaining what strategic decisions were correct, and what you could have done differently. You need to use the theories and frameworks we have discussed in the unit as analytical tools and to support your arguments.

The **Simulation Foreground Reading:** Relevant documents will be provided to students closer to date. Students will be advised via the iLearn announcement.

Business management simulation

This simulation is designed to bridge theories in strategic management, to the real-world context. The simulation presents you the with challenges and opportunities associated with making strategic decisions under uncertain and highly constraining real world conditions.

Your role in the simulation

Your role in the business management simulation is to play the role of a senior manager and

make strategic decisions in the business management simulation. Strategic decision-making is the process of identifying company's problems and/or opportunities and threats and then resolving them accordingly. More details of the business management simulation will be available via iLearn closer to date.

Please ensure the following for this assignment

Please ensure your full name, student number, unit code (MGSM850), and lecturer (either Ralf Wilden or Miles Yang) are 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.

The word limit is max. 1200 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 expected to submit a soft-copy of the assessment on or before the due date listed 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.

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:

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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 7-10**

Weighting: **30%**

Duration: 15-20 minutes presentation plus 5-10 minutes discussion per group

Format: Oral class group presentation

Date: During sessions 7 - 10 depending on group allocation

You will be a member of a group of students and assigned to a particular industry/sector or 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 how well the group member deals 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 Week 3.

Use the frameworks and concepts from the course to identify and discuss the appropriate key features and strategic factors of the sector/industry 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.

(a) Groups assigned to an industry (or industry sector)

Use recent and older data/evidence (references to be included) from multiple sources (i.e. from

the past 1-5 years) to analyse the industry/sector in terms of:

- Products, buyer, suppliers, overall size and importance
- Structure of the industry and 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
- Other relevant issues

Determine what the strategic issues are – i.e., what are the future threats, opportunities and external environmental changes that can be expected to impact on the future of the industry.

Based on this analysis generate recommendations linked to your analysis for **either** a new industry entry from a company not yet in the industry **or** for the repositioning of an existing rival in the industry.

(b) Groups assigned to an company

Strategy Identification and Evaluation

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

- 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 for both the industry/sector and nominated company will be made available on the class iLearn page which 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 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. For the soft-copy, please also submit in PowerPoint format only (No PDF files) to the lecturer (Ralf Wilden: ralf.wilden@mgsm.edu.au; Miles Yang: miles.yang@mgsm.edu.au).

On successful completion 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.

Final examination

Due: **Exam week: 18 - 23 March 2019**

Weighting: **50%**

Duration: 3 hours plus 10 minutes reading time

Format: Closed book final examination

You are expected to present yourself for examination at the time and place designated in the MGSM examination timetable. The timetable will be available on 23 January 2019 at <https://students.mgsm.edu.au/sydney-students/units/exams/>

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.

On successful completion you will be able to:

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sustainability, and ethics into business decision-making.

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Delivery and Resources

Recommended 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.

Where to purchase textbook?

The Coop Bookshop: The Coop Bookshop is our main retailer for textbooks and other related academic material. For information on textbook prices and online ordering, please refer to The Co-Op Bookshop webpage at <http://www.coop.com.au>

Disclaimer: MGSM does not take responsibility for the stock levels of required textbooks from preferred retail outlets and other book retailers. While we advise our preferred book retail outlet, The Co-op Bookshop, of our maximum expected number of students purchasing specific required text each term, The Co-op Bookshop and other book retailers will make their own judgement in regard to their physical holding stock levels. To prevent disappointment if a textbook is out-of-stock, we highly advise students to order their textbooks as early as possible, or if the required textbook is currently out-of-stock, place an order with the book retailer as soon as possible so that these book retailers can monitor demand and supply, and adjust their stock orders accordingly.

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.
- Varadarajan & Clark (1994), "Delineating the Scope of Corporate, Business, and Marketing Strategy", Journal of Business Research, 31 (2-3), 93-105
- Gupta & Govindarajan (2000) "Managing global Expansion. A conceptual framework", Business Horizons, 43(2), 45-54.
- Hamel, G. and Prahalad, C.K., Competing for the Future, Harvard Business School Press, Boston, 1994
- Hamel, G., Leading the Revolution, McGraw Hill, 2000.
- Hodgett, R.M., et al, International Management: Culture, Strategy and Behaviour, HarperCollins, New York, 2005.
- Kim, W.C. and Mauborgne, R., Blue Ocean Strategy, Harvard Business School Publishing, Boston, 2005.
- Kotter, J.P. and Heskett, J.L., Corporate Culture and Performance, Free Press, 1992
- Mintzberg, H., The Rise and Fall of Strategic Planning, Prentice Hall, 1994
- Mintzberg, H. and Quinn, J.B., The Strategy Process, Prentice-Hall International, 1991
- Montgomery, C.A and Porter, M.E., (Eds) Strategy: Seeking and Securing Competitive Advantage, Harvard Business Review, 1991
- Munck, B. et al., Culture and Change, Harvard Business Review Paperback Series, 2002
- Ohmae, K., The Mind of the Strategist, McGraw-Hill, 1982
- Porter, M.E., Competitive Strategy, Free Press, 1980
- Osterwalder, A. and Pigneur, Y., Business Model Generation, Wiley, New Jersey, 2010.
- Porter, M.E., Competitive Advantage: Creating and Sustaining Superior Performance, Free Press, 1985
- Porter, M. (1996). "What is strategy?", Harvard Business Review, 74, 61-78.
- Porter, M. (2008) The Competitive Forces that shape strategies, Harvard Business Review, January
- Teece, D. (2007) "Explicating Dynamic Capabilities: The Nature and Microfoundations of (sustainable) Enterprise Performance", Strategic Management Journal, 28, 1319-1350.
- Thompson, A.A. and Strickland, A.J., Crafting and Implementing Strategy, Richard D. Irwin, 1995

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. Please only attend the class you are enrolled in as reflected in your e-Student account.

This unit will be presented over 10 sessions as follows:

The proposed program might be subject to some minor changes as the term progresses (TBA).

Session	Topics and associated case studies/readings/textbook chapters
1 6pm to 10pm of Monday, 7 January 2019 OR 9am to 1pm of Wednesday, 9 January 2019	Leading the way: The Strategy concept and Leadership Case study: Please refer to iLearn Textbook chapters: 1, 10 & 15
2 6pm to 10pm of Monday, 14 January 2019 OR 9am to 1pm of Wednesday, 16 January 2019	Understanding the market Case study: Please refer to iLearn
3 6pm to 10pm of Monday, 21 January 2019 OR 9am to 1pm of Wednesday, 23 January 2019	Understanding your organisation Case study: Please refer to iLearn Textbook chapter: 4
4 6pm to 10pm of Monday, 28 January 2019 OR 9am to 1pm of Wednesday, 30 January 2019	Designing corporate strategies Case study: Please refer to iLearn Textbook chapter: 8
5 6pm to 10pm of Monday, 4 February 2019 OR 9am to 1pm of Wednesday, 6 February 2019	Designing business strategies Case study: Please refer to iLearn Textbook chapter: 7, 9 & 11

Session	Topics and associated case studies/readings/textbook chapters
6 6pm to 10pm of Monday, 11 February 2019 OR 9am to 1pm of Wednesday, 13 February 2019	Strategy Simulation
7 6pm to 10pm of Monday, 18 February 2019 OR 9am to 1pm of Wednesday, 20 February 2019	Blue ocean strategy + group presentations Case study: Please refer to iLearn
8 6pm to 10pm of Monday, 25 February 2019 OR 9am to 1pm of Wednesday, 27 February 2019	Contemporary issues in strategy + group presentations Textbook chapters: 10
9 6pm to 10pm of Monday, 4 March 2019 OR 9am to 1pm of Wednesday, 6 March 2019	Designing sustainable strategies + group presentations Textbook chapters: 5
10 6pm to 10pm of Monday, 11 March 2019 OR 9am to 1pm of Wednesday, 13 March 2019	Bringing it all together Overview and exam preparation + group presentations Textbook chapters: 13
	Final exam week: 18 - 23 March 2019

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 published on platform other than [eStudent](#), (eg. iLearn, Coursera etc.) 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 or if you are a Global MBA student contact globalmba.support@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

If you are a Global MBA student contact globalmba.support@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

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

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.
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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.
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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.
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- Individual case analysis
- Group presentations
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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.
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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.