



# BBA 350

## Strategic Management

S1 Day 2019

*Department of Management*

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#### **Disclaimer**

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## General Information

Unit convenor and teaching staff

Unit Convenor and Lecturer

Edward Wray-Bliss

[edward.wray-bliss@mq.edu.au](mailto:edward.wray-bliss@mq.edu.au)

Contact via Email

Please view consultation hours via iLearn - <https://ilearn.mq.edu.au/login/>

Credit points

3

Prerequisites

39cp at 100 level or above

Corequisites

Co-badged status

Unit description

This unit enables students to understand and analyze the highly influential discourse of strategic management. Starting with the premise that the ideas and practices of strategic management are far too significant to be reduced to a set of simplified tools or techniques, this unit draws upon a wide range of academic work across the fields of management, organization studies, and strategy to examine the topic. Using this research, strategic management is considered in terms of the social, political, ethical and global effects that it engenders and encourages in today's organised world. Students will have the opportunity to synthesize these areas of knowledge through analyzing the strategic lessons to be drawn from major organizational and societal events, including those of high-level corporate fraud and environmental crisis.

## 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:

Critically assess the nature and origins of strategic management.

Identify and analyse strategic issues in a management context.

Demonstrate awareness of the major conceptualisations of strategic management.

Demonstrate awareness of contemporary ethical issues and challenges of strategic management.

## Assessment Tasks

Name	Weighting	Hurdle	Due
<a href="#">Essay One</a>	20%	No	Week 5
<a href="#">Essay Two</a>	40%	No	Week 10
<a href="#">Final Examination</a>	40%	No	University Examination Period

### Essay One

Due: **Week 5**

Weighting: **20%**

**Essay One Assessment Summary Task Description** The essay will require you to discuss the history of Strategic Management. **Type of Collaboration** Individual **Submission** Please Submit Via Turnitin Link on [iLearn](#) **Format** Please refer to the [iLearn](#) Unit page **Length** 1,000 Words **Inherent Task Requirements** None **Late Submission**

Late tasks must also be submitted through Turnitin. No extensions will be granted. There will be a **deduction of 10%** made from the total available marks for each **24 hour period** or part thereof that the submission is late (for example, 25 hours late in submission incurs a 20% deduction).

Late submissions will be accepted up to 96 hours after the due date and time. This penalty does not apply for cases in which an application for [Special Consideration](#) is made and approved.

Note: applications for [Special Consideration Policy](#) must be made within 5 (five) business days of the due date and time.

On successful completion you will be able to:

- Critically assess the nature and origins of strategic management.

### Essay Two

Due: **Week 10**

Weighting: **40%**

**Essay Two Assessment Summary Task Description** This essay will require you to critically discuss the theory, practice and ethical implications of strategic management. **Type of Collaboration** Individual **Submission** Please Submit Via Turnitin Link on [iLearn](#). **Format** Please refer to the [iLearn](#) Unit page **Length** 2,000 Words **Inherent Task Requirements** None **Late Submission**

Late tasks must also be submitted through Turnitin. No extensions will be granted. There will be a **deduction of 10%** made from the total available marks for each **24 hour period** or part thereof that the submission is late (for example, 25 hours late in submission incurs a 20% deduction).

Late submissions will be accepted up to 96 hours after the due date and time. This penalty does not apply for cases in which an application for [Special Consideration](#) is made and approved. Note: applications for [Special Consideration Policy](#) must be made within 5 (five) business days of the due date and time.

On successful completion you will be able to:

- Identify and analyse strategic issues in a management context.
- Demonstrate awareness of contemporary ethical issues and challenges of strategic management.

## Final Examination

Due: **University Examination Period**

Weighting: **40%**

**Final Examination Assessment Summary Task Description** A final examination is included as an assessment task for this unit to provide assurance that the product belongs to the student and the student has attained the knowledge and skills tested in the exam. **Type of Collaboration** Individual **Submission** You are expected to present yourself for examination at the time and place designated in the University Examination Timetable. **Format** Please refer to the [iLearn](#) Unit page **Length** 2 Hours **Inherent Task Requirements** None **Late Submission** Please see [Assessment Policy Schedule 4](#).

The only exception to not sitting an examination at the designated time in the University Examination Timetable is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for special consideration. This penalty does not apply for cases in which an application for [Special Consideration](#) is made and approved. Note: applications for [Special Consideration Policy](#) must be made within 5 (five) business days of the due date and time.

On successful completion you will be able to:

- Demonstrate awareness of the major conceptualisations of strategic management.
- Demonstrate awareness of contemporary ethical issues and challenges of strategic management.

## Delivery and Resources

<b>Required text</b>	<ul style="list-style-type: none"><li>• The required reading for this unit consists of a collection of academic articles on strategy and management that will be uploaded for you on the unit ilearn site. You will need to download and read the designated article <i>before</i> your tutorials each week and to bring the article and your notes on it to the tutorial. Your understanding of each of these articles is examined in the final exam and assessed in the two essays.</li><li>• In addition, there will be a number of further articles uploaded on ilearn under each week's topic area. You will need to read a selection of these and use them in your assignments.</li></ul>
<b>Unit web page</b>	The web page for this unit can be found at: <a href="https://ilearn.mq.edu.au/login/">https://ilearn.mq.edu.au/login/</a>

<b>Technology Used and Required</b>	Students will need to be familiar with a web browser to access the unit web page.
<b>Delivery Format and Other Details</b>	<ul style="list-style-type: none"> <li>• Number and length of classes: <b>1 x 2 hour lecture and 1 x 1 hour tutorial, i.e. 3 hours face</b> to face per week unless indicated otherwise in the lecture schedule. Classes may vary due to public holiday(s)</li> <li>• Tutorials will commence in <b>Week 2</b></li> <li>• The timetable for classes can be found on the University web site at: <a href="http://www.timetables.mq.edu.au/">http://www.timetables.mq.edu.au/</a></li> </ul>
<b>Recommended readings</b>	

## Unit Schedule

Week	Topic	Tutorial (All articles are on ilearn and need to be downloaded, read and brought to your tutorial. Tutorial content follows a week behind the lecture)
1	<b>Introduction:</b> Ambiguous Strategy	No tutorial
2	<b>Contexts 1:</b> Military Histories of Strategy	Mintzberg, H. (1987) 'The Strategy Concept I: Five Ps For Strategy' <i>California Management Review</i> 30 (1): 11-24.
3	<b>Contexts 2:</b> Neoliberalism and Strategy	Knights and Morgan, G. (1990) 'The concept of strategy in sociology' <i>Sociology</i> 24(3): 475-483.
4	<b>Understanding Strategy 1:</b> Technical strategy	Bockman, J. (2016) 'Neoliberalism' <i>Contexts</i> (12(3): 14-15..
5	<b>Understanding Strategy 2:</b> Ethical Strategy	Carter, C., Clegg, S. and Kornberger, M. (2008) <i>A Very Short, Fairly Interesting and Reasonably Cheap Book About Studying Strategy</i> . London, Sage. Chapters 2 and 3. <b>First Assignment due</b>
6	<b>Understanding Strategy 3:</b> Cultural Strategy	Stansbury, J. and Barry, B. (2007) 'Ethics Programs and the Paradox of Control' <i>Business Ethics Quarterly</i> 17(2): 239-261.
7	<b>Understanding Strategy 4:</b> Global Strategy	Ackroyd, S. and Crowdy, P. (1990) 'Can Culture be Managed? Working with "raw" material: the case of the English slaughtermen' <i>Personnel Review</i> 19(5): 3-12
-	<b>Mid Semester Break</b>	

8	<b>Understanding Strategy 5:</b> Financial Strategy	Klein, N. (2000) <i>No Logo</i> . London, Flamingo. Ch. 9
9	<b>Strategy Cases:</b> Enron, Part One	Oxfam (2016) <i>The Hidden Billions</i> . Oxfam Research Reports, Oxfam, Australia
10	<b>Strategy Cases:</b> Enron, Part Two	McLean, B. and Elkind, P. (2003) <i>The Smartest Guys in the Room</i> , Portfolio/ Penguin, New York. (Chapter 15, 'Everybody loves Enron')  <b>Second Assignment Due</b>
11	<b>Strategy Cases:</b> The Environment, Part One	Grant, R. and Visconti, M. (2006) 'The Strategic Background to Corporate Accounting Scandals' <i>Long Range Planning</i> 39: 361-383
12	<b>Strategy Cases:</b> The Environment, Part Two	Jacques, P. et al. (2008) 'The Organisation of Denial: Conservative Think Tanks and Environmental Scepticism' <i>Environmental Politics</i> 17(3): 349-38
13	Revision	Revision quiz in the final tutorial

## 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 \(https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central\)](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central).

## 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](mailto: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](mailto: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/](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

### Discipline Specific Knowledge and Skills

Our graduates will take with them the intellectual development, depth and breadth of knowledge,

scholarly understanding, and specific subject content in their chosen fields to make them competent and confident in their subject or profession. They will be able to demonstrate, where relevant, professional technical competence and meet professional standards. They will be able to articulate the structure of knowledge of their discipline, be able to adapt discipline-specific knowledge to novel situations, and be able to contribute from their discipline to inter-disciplinary solutions to problems.

This graduate capability is supported by:

## **Learning outcomes**

- Critically assess the nature and origins of strategic management.
- Identify and analyse strategic issues in a management context.
- Demonstrate awareness of the major conceptualisations of strategic management.
- Demonstrate awareness of contemporary ethical issues and challenges of strategic management.

## **Assessment tasks**

- Essay One
- Essay Two
- Final Examination

## **Engaged and Ethical Local and Global citizens**

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

This graduate capability is supported by:

## **Learning outcome**

- Demonstrate awareness of contemporary ethical issues and challenges of strategic management.

## **Assessment task**

- Essay Two

## **Changes from Previous Offering**

No major changes since the previous offering

## **Global Contexts and Sustainability**

This unit examines Strategic Management from a critical academic perspective. As such, we will



be *questioning* the theories and practices of strategic management as much as learning them. A major aspect of this questioning will be an examination of the global, ethical and environmental impacts of dominant corporate strategies.

## **Program Learning Outcomes**

This unit supports the development of program learning outcomes (PLO) for degree(s) delivered by the Faculty of Business and Economics. PLOs describe the educational outcomes of a degree and what you should be able to know, understand and do by the end of your degree.

Unit learning outcomes 2, 3 & 4 and Assignment Two and the Final Examination contribute to the following PLOs:

**PLO1 Discipline Specific Knowledge and Skills**

**PLO4.2 Global Citizens**

## **Research and Practice**

This unit requires students to engage with contemporary and classic research texts on strategy, drawn from the leading management and strategy journals and texts. As such, the unit fosters student's abilities to read and understand published academic research on the subject area.