



# MGMT745

## Strategic Management

S2 Evening 2019

*Department of Management*

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## General Information

Unit convenor and teaching staff

Lecturer and convenor

Erik Lundmark

[erik.lundmark@mq.edu.au](mailto:erik.lundmark@mq.edu.au)

Contact via Email

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

Credit points

4

Prerequisites

Admission to MRes

Corequisites

Co-badged status

Unit description

This unit will equip students with the ability to analyse complex business problems from the cross-functional and multi-dimensional perspective required by general managers. The unit examines the process of formulating competitive strategy at the business level based on systematic analysis of a firm's internal resources and capabilities in conjunction with a structured examination of the various dimensions of its environment. On the basis of this analysis, appropriate strategies with which to pursue sustainable competitive advantage and strategic congruence can be developed. Topics addressed include business-level and corporate-level strategy, innovation and entrepreneurship, and dynamic strategy and game theory.

## 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:

To understand the nature and scope of the strategic management process and how strategy is dependent on stakeholders and group processes and to be able to critically assess such processes based on academic research

To be able to evaluate an organisation, its strategy, and its environment in terms of

congruence or strategic fit

To be able to apply the key strategic management tools and models

## Assessment Tasks

Name	Weighting	Hurdle	Due
<a href="#">Case Study</a>	60%	No	Week 7 and 12
<a href="#">Individual Essay</a>	40%	No	University Examination Period

### Case Study

Due: **Week 7 and 12**

Weighting: **60%**

#### Case Study Assessment Summary Task Description

The assignment will focus on a detailed case analysis and will include the application of many of the concepts covered in lectures. It will require extensive collaboration between group members.

The assessment submission will be in the form of:

- 1. Initial individual response to specific questions relating to the case study. It will require a thorough written response to specific questions. This part is assessed individually and carries 30% of the overall unit mark (50% of the Case Study).**
- A draft of the report and a plan for its completion;
- A moderate sized detailed written report and;
- A short presentation of the key findings to the class;
- Active participation in class discussions from week 4 through 13.

In week 13, all students will have the option of submitting a peer assessment. These will be used to moderate marks within the group if group contributions have not been equal.

**Type of Collaboration** Group **Submission** Please Submit Via Turnitin Link on [iLearn](#) **Format** Please refer to the [iLearn](#) Unit page **Length** Please refer to the [iLearn](#) Unit page **Inherent Task Requirements** None **Late Submission**

Late assignments must also be submitted through Turnitin. No extensions will be granted. There will be a **deduction of 10%** made from the 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:

- To understand the nature and scope of the strategic management process and how strategy is dependent on stakeholders and group processes and to be able to critically assess such processes based on academic research
- To be able to evaluate an organisation, its strategy, and its environment in terms of congruence or strategic fit
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## Individual Essay

Due: **University Examination Period**

Weighting: **40%**

**Individual Essay Task Description** An essay requires the systematic investigation of a topic and the development of a written argument. Essays assess cognitive and research skills. Essays are expected to develop coherent arguments, be founded on thorough research, and provide insight into the topic area. It must contain an annotated bibliography where every source used is briefly summarised and evaluated. **Type of Collaboration** Individual **Submission** Please Submit Via Turnitin Link on [iLearn](#) **Format** Please refer to the [iLearn](#) Unit page for details. **Length** 1,500 - 2,000 words, excluding abstract, references and an annotated bibliography.

**Inherent Task Requirements** None **Late Submission**

Late essays must also be submitted through Turnitin. No extensions will be granted. There will be a **deduction of 10%** made from the total available mark 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.

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## Delivery and Resources

<b>Required text</b>	<ul style="list-style-type: none"><li>• The textbook used in this unit is: Johnson, G., Whittington, R. &amp; Scholes, K., Angwin, D., &amp; Regnér, P. (2017) Exploring Strategy (11th Edition). Harlow England: Pearson Education, ISBN: 9781292145174.</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>	Access to a personal computer is required to access iLearn; students are required to use word processing and Turnitin for submitting assignments. You will need to bring a WiFi enabled device to every class to use in student centred, problem based learning activities and for access to online analytical tools. The web page for this unit can be found at: iLearn <a href="http://ilearn.mq.edu.au">http://ilearn.mq.edu.au</a>
<b>Delivery Format and Other Details</b>	<ul style="list-style-type: none"> <li>Number and length of classes: <b>3-hour block seminar</b> unless indicated otherwise in the lecture schedule. Classes may vary due to public holiday(s)</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>	Additional required readings will be available via <a href="#">iLearn</a> .

## Unit Schedule

### Weekly Curriculum MGMT745

This table is only indicative. Topics may vary depending on public holidays and the order of topics and topics themselves may shift to better fit assignments and cases for each semester.

Week	Topic Name
1	<b>Introductions</b> Who, Why, What, Overview.
2	<b>Strategic Fit</b> Congruence Model, Evaluating Strategy, Environment
3	<b>External Environment</b> Environment, Industry Analysis.
4	<b>Business Strategies</b> Strategic Business Units, Competitive Strategies.
5	<b>Resources and Capabilities</b> Resource based view, sustainable competitive advantage.
6	<b>Dynamic Strategies and Game Theory</b> Interactive Strategies, Cooperation, Game Theory.
7	<b>Innovation</b> Types of innovation, first and second mover advantages.
	<i>Mid-Semester Break</i>
8	<b>Case Study Overview</b>

9	<b>Corporate Strategies</b> Scope & Diversification.
10	<b>Inside the organisation</b> Overview of internal aspects of the organisation.
11	<b>Entrepreneurship</b> The most important lessons from entrepreneurship for strategy students.
12	<b>Case Presentation</b>
13	<b>Review and Evaluation</b>

## Learning and Teaching Activities

### Active learning

This unit is taught using lectures and a combination of student presentations, video presentations and discussions. Students are expected to read prescribed text chapters before lectures, attend lectures, join in discussions and complete all assessments. Reflection is crucial to integrating unit material. Therefore active participation in discussions and exercises is of great importance not only to the participating student but to the whole class.

### 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](http://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](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)

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

### 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

- To understand the nature and scope of the strategic management process and how strategy is dependent on stakeholders and group processes and to be able to critically assess such processes based on academic research
- To be able to evaluate an organisation, its strategy, and its environment in terms of congruence or strategic fit
- To be able to apply the key strategic management tools and models

#### Assessment tasks

- Case Study
- Individual Essay

#### Learning and teaching activities

- This unit is taught using lectures and a combination of student presentations, video presentations and discussions. Students are expected to read prescribed text chapters before lectures, attend lectures, join in discussions and complete all assessments. Reflection is crucial to integrating unit material. Therefore active participation in discussions and exercises is of great importance not only to the participating student but to the whole class.

### 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

- To understand the nature and scope of the strategic management process and how strategy is dependent on stakeholders and group processes and to be able to critically



assess such processes based on academic research

- To be able to evaluate an organisation, its strategy, and its environment in terms of congruence or strategic fit
- To be able to apply the key strategic management tools and models

## **Assessment tasks**

- Case Study
- Individual Essay

## **Learning and teaching activities**

- This unit is taught using lectures and a combination of student presentations, video presentations and discussions. Students are expected to read prescribed text chapters before lectures, attend lectures, join in discussions and complete all assessments. Reflection is crucial to integrating unit material. Therefore active participation in discussions and exercises is of great importance not only to the participating student but to the whole class.

## **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 outcome**

- To be able to evaluate an organisation, its strategy, and its environment in terms of congruence or strategic fit

## **Assessment task**

- Case Study

## **Learning and teaching activity**

- This unit is taught using lectures and a combination of student presentations, video presentations and discussions. Students are expected to read prescribed text chapters before lectures, attend lectures, join in discussions and complete all assessments. Reflection is crucial to integrating unit material. Therefore active participation in discussions and exercises is of great importance not only to the participating student but to the whole class.

## Changes from Previous Offering

No changes since last offering – both the prior version of the textbook and the most recent one can be used.

## Global Contexts & Sustainability

In an ever more globalised and interconnected world, the sustainability of organisational practice is increasingly important. The concepts and frameworks introduced in this unit will help students analyse and make sense of some of the complexities underlying sustainable organisational practice.

## Research and Practice

The assignments requires students to conduct original research, which involves the collection and analysis of information from a range of sources. This unit uses research from external sources as listed in the references lists on iLearn.