



**International College of Management Sydney**

In association with

**Macquarie University  
Division of Economic and Financial Studies  
Graduate Accounting and Commerce Centre**

**Strategic Intelligence**  
**ICMS 822**

**Unit Outline**  
**Semester 1 - 2008**

*Students in this unit should read this unit outline carefully at the start of semester. It contains important information about the unit.*

**Lecturer:**

**Lawrence Potter**  
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## International College of Management Sydney

### ICMS 822 – Strategic Intelligence

#### About this unit:

This subject provides students with the opportunity to apply the functional applications of strategic intelligence in the broader commercial environment. Students will build on general business principles (leadership, management, finance, operations, HRM, CRM, sales, marketing and distribution) and competitive strategies (knowledge management, business intelligence and competitive intelligence), gained in earlier business, marketing, finance, economics or related degrees.

#### Learning Outcomes:

The aim of the subject is to develop knowledge and skills that enable students to:

- (1) Critically analyse business environments both external to the firm and within the organisation;
- (2) Gain knowledge of the process by which organisations develop a strategic and sustainable market initiatives;
- (3) Assess current management and leadership concepts, including how businesses capture, retain and use information;
- (4) Review current market intelligence such as Annual Reports, Newspaper and Magazine Articles, Brand Strategies, Advertising Mix and ASX Reports etc;
- (5) Resource Management. How to utilise staff and available financial resources to achieve the desired goals; and
- (6) Understand the implications of decision making.

Throughout the course, the emphasis is on the application and analysis process: identifying information needs, acquiring the necessary information, interpreting it and using it as the basis for business recommendations.

This course will also enhance the generic skills - critical thinking, independent work, teamwork, writing skills, and problem-solving skills.

#### Successful Completion of the Unit

In order to successfully complete the Unit you must:

- Attend and participate in the weekly lectures. If you miss more than 2 lectures you will be required to explain the reason for the absence or withdraw from the Unit.
- Complete a Business Journal covering strategic issues affecting business performance and/or strategy implementation of a selected Company from articles sourced from the web, newspaper or business magazines over a six week period.

- Complete a Group Case Study and Presentation on a Listed Public Company.
- Complete a final exam (with a mark of 50% or better).

#### Textbook:

***THERE WILL NO PRESCRIBED TEXTBOOK. However Students are expected to daily review relevant Business related articles.***

#### Workload:

This is a single semester (half-year) 4 credit point unit. The number of credit points that a unit is worth is determined by the number of hours that a student is expected to spend each week attending lectures, reading and preparing assignments. For a single semester unit, students are expected to spend 4 hours per credit point each week on work related to the unit. Students are strongly advised to prepare their study timetable accordingly. Successful performance in the exam requires knowledge and understanding of the content of the lectures and set readings.

#### Teaching Staff:

Lecturer: Lawrence Potter

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*Individual Consultation is available by arrangement.*

#### Assessments

All assignment tasks are compulsory. You will need to complete **three assessment tasks** and **PASS** the **final examination** to satisfy the course requirements.

Assessment Task	Due Date	Mark
Assessment 1 – Business Journal	Week 7 (9 <sup>th</sup> April)	15%
Assessment 2 – Group Presentation and Strategic Company Analysis & Recommendation Report	Report: Wk 9 (7 <sup>th</sup> May) Presentations: Wks 10-11 (14&21 May)	35%
Assessment 3 – Final Examination	Week 13 (5 <sup>th</sup> June)	50%

Please note that Assessment 2 will be subject to Peer Assessment.

## 2008 Weekly Program of Lecture Topics and Readings

Week No. Lecture Date	Topic	Readings/Assignment Dates
Week 1 27 <sup>th</sup> February	- Overview Course Outline - Overview Strategic Intelligence	Business Journal Reading
Week 2 5 <sup>th</sup> March	- SI Onion – the knowledge/information hierarchy	Business Journal Reading Case Study Article
Week 3 12 <sup>th</sup> March	- Business Management and Leadership - Workshop – Case Study 1	Business Journal Reading
Week 4 19 <sup>th</sup> March	- Sales, Marketing and Distribution - Finance - Operations	Business Journal Reading
Week 5 26 <sup>th</sup> March	- Online Business Seminar	Business Journal Reading
Week 6 2 <sup>nd</sup> April	- Business Journal Review - HRM and CRM	Business Journal Reading Case Study Article
Week 7 9 <sup>th</sup> April	- Case Study Presentations - Workshop – Case Study 2	Business Journal DUE Case Study Article
<b>MID SEMESTER BREAK</b>		
Week 8 30 <sup>th</sup> April	MAJOR ASSIGNMENT Workshop	
Week 9 7 <sup>th</sup> May	- Case Study Presentations - Workshop – Case Study 3	MAJOR ASSIGNMENT DUE
Week 10 14 <sup>th</sup> May	Major Assignment Presentation	GROUP PRESENTATIONS
Week 11 21 <sup>st</sup> May	Major Assignment Presentation	GROUP PRESENTATIONS
Week 12 28 <sup>th</sup> May	FINAL Exam Workshop	
Week 13 4 <sup>th</sup> June	FINAL EXAMINATION (2.5 HOURS)	

**1. Assessment Task ONE: Business Journal****Date Due: Week 7 (9<sup>th</sup> April)****Mark: 15%****Assignment Criteria**

You are to select 1 Bank from the following list:

Commonwealth Bank	Westpac Bank
National Australia Bank	ANZ Bank

Over weeks 1 – 6 inclusive you are to:

- 1) Monitor the daily Share Price and Volume of Shares Sold.
- 2) Source a minimum of two business articles per week in relation to your selected bank or the banking industry. Information is to be sourced from a newspaper, the web, or magazine over the six week period. *(You will need to include the article with date etc as an Appendix to your Journal).*

Your Journal is to cover three specific areas in relation to each article sourced:

- Summarise the key issues/findings in each of the articles chosen;
- Identify and evaluate which areas have a commercial impact upon the business; and
- WHAT you think the impact may be and whether this is relevant?

**All Journals are to be submitted in class and NO EMAIL submissions will be accepted. LATE SUBMISSIONS WILL NOT BE ACCEPTED.**

## 2. Assessment Task TWO: Strategic Company Analysis & Recommendation Report.

**Report Due Date: Week 9**

**Presentations: Weeks 10 and 11**

**Mark: 35% (subject to Peer Assessment)**

You are to prepare a Strategic Company Analysis and Recommendation Report on the assigned Public Listed Company from the list below. This Report is to consider all aspects of the company's operation with a final recommendation as to either invest or not invest \$100 Million in the company.

The Report and Recommendation is to be published and presented to a Private Equity Investment Board for approval.

Public Listed Companies:

Aristocrat (ASX Code: ALL)	AGL Energy (ASX Code: AGK)
AMP (ASX Code: AMP)	BHP Billiton (ASX Code: BHP)
Crown (ASX Code: CWN)	Origin Energy (ASX Code: ORG)
St.George Bank (ASX Code: SGB)	Tabcorp (ASX Code: TAH)
Wesfarmers (ASX Code: WES)	Zinifex (ASX Code: ZFX)

### ASSIGNMENT CRITERIA:

- 1) You are to undertake and demonstrate a research and analysis on the Company.
- 2) Business Intelligence – what are the most relevant issues to be known about the Company, what issues are currently affecting it or likely to affect it;
- 3) Competitive Intelligence – who is the competition (direct and indirect); what is happening in the market;
- 4) Knowledge Management – what form of policies and processes does the company use to manage its Knowledge base and gather information;
- 5) Product/Service offerings – what does the company actually sell and where;
- 6) Identify potential future issues; and
- 7) Make commercially relevant and supported recommendations.

### REPORT

The Report is to be a **maximum of 10 A4 typed pages.**

### PRESENTATION

This is a board presentation and needs to be approached as such. You will need to consider how you present and all team members are to present throughout the session. Each Presentation goes for 40 minutes. This will be a 30 minute presentation and 10 minutes for questions.

**LATE SUBMISSIONS WILL NOT BE ACCEPTED.**

### 3. Assessment Task THREE: FINAL Examination

The FINAL EXAM will be held on Wednesday 5<sup>th</sup> June 2008.

Marks: 50% of Total Course

**The Exam is 2.5 hours (+10 minutes reading time) and will commence at 9.00am and conclude at 11.40 am**

All students are expected to sit for the final examination at the scheduled time. **You must obtain a pass (50% or greater) in this examination, regardless of the marks you achieve in the assignment, to pass the subject.**

The exam will consist of two parts:

Section 1: 4 Short Answer Questions (from Classwork and Case Studies). Total 50 marks.

Section 2: An Application Exercise. Total 50 marks

In the final exam you are to demonstrate a blend of theoretical understanding and practical commercial application of the theories learnt. Examples will be required in answering each question and they required from either your individual report companies or your group project company.

## General Course Notes

### Assignment Assessment Requirements

- All assignments are to be typed in a 12-point font, with appropriate spacing and margins. As reports are being requested you may use either PORTRAIT or LANDSCAPE formats.
- Your assignments will be marked according to the following criteria:
  - Expression (spelling, syntax, grammar)
  - Description (accurate, coherent, unambiguous)
  - Argument (valid, logical, reasonable)
  - Relevance (with respect to the set topic)
  - Research (effective use of relevant literature)
- Assignments are to be submitted with the name of the subject and the assignment on the front cover. **Your name(s) and SID(s) are to be clearly identified on the front cover of each assignment.**
- INDIVIDUAL JOURNAL – late journals **WILL NOT** be accepted. Journals are to be submitted in person in class on the due date.
- GROUP ASSIGNMENT – the Group Assignment is to be emailed to me in a MS Word on the Monday prior to the due date with a printed bound copy submitted in class. Late assignments will not be accepted.
- Extensions of time for the submission of assignments will be granted only in special circumstances. Applications for such extension must be made in writing to Lawrence Potter, at least three (3) days before the submission date, and must include appropriate evidence to support your application. There are two possible grounds for seeking an extension (a) illness and (b) misadventure (that is, circumstances beyond the student's control, not pressure of accumulated assignments). Late assignments will be penalised, however, this does not apply when an extension of time has been granted.
- It should be noted that under no circumstances will any late assignments be accepted for grading after examined assignments have been returned to students.
- Lost assignments: All students must keep a copy of their assignment in case the submitted copy is mislaid.
- All sources must be referenced.
- If you wish to appeal against your assignment grade, you must first contact the original marker within one week of the marked assignment being returned.



- Remember the assignment must be your own work. Plagiarism is a serious offence.

The University Examination period in the First Half Year 2008 is from 9<sup>th</sup> June – 27<sup>th</sup> June 2008.

You are expected to present yourself for examination at the time and place designated in the University Examination Timetable. The timetable will be available in Draft form approximately eight weeks before the commencement of the examinations and in Final form approximately four weeks before the commencement of the examinations.

<http://www.timetables.mq.edu.au/exam>

The only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for Special Consideration. Information about unavoidable disruption and the special consideration process is available at <http://www.reg.mq.edu.au/Forms/APSCon.pdf>

If a Supplementary Examination is granted as a result of the Special Consideration process the examination will be scheduled after the conclusion of the official examination period. (Individual Divisions may wish to signal when the Division's Supplementaries are normally scheduled.)

You are advised that it is University policy not to set early examinations for individuals or groups of students. All students are expected to ensure that they are available until the end of the teaching semester, which is the final day of the official examination period.

## PLAGIARISM

The University defines plagiarism in its rules: "Plagiarism involves using the work of another person and presenting it as one's own." Plagiarism is a serious breach of the University's rules and carries significant penalties. You must read the University's practices and procedures on plagiarism. These can be found in the *Handbook of Undergraduate Studies* or on the web at: <http://www.student.mq.edu.au/plagiarism/>

The policies and procedures explain what plagiarism is, how to avoid it, the procedures that will be taken in cases of suspected plagiarism, and the penalties if you are found guilty. Penalties may include a deduction of marks, failure in the unit, and/or referral to the University Discipline Committee.

## UNIVERSITY POLICY ON GRADING

Academic Senate has a set of guidelines on the distribution of grades across the range from fail to high distinction. Your final result will include one of these grades plus a standardised numerical grade (SNG).

On occasion your raw mark for a unit (i.e., the total of your marks for each assessment item) may not be the same as the SNG which you receive. Under the Senate guidelines, results may be

scaled to ensure that there is a degree of comparability across the university, so that units with the same past performances of their students should achieve similar results.

It is important that you realise that the policy does not require that a minimum number of students are to be failed in any unit. In fact it does something like the opposite, in requiring examiners to explain their actions if more than 20% of students fail in a unit.

The process of scaling does not change the order of marks among students. A student who receives a higher raw mark than another will also receive a higher final scaled mark.

For an explanation of the policy see

<http://www.mq.edu.au/senate/MQUonly/Issues/Guidelines2003.doc> or  
<http://www.mq.edu.au/senate/MQUonly/Issues/detailedguidelines.doc>.

#### STUDENT SUPPORT SERVICES

Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at <http://www.student.mq.edu.au>.

[Individual Unit Convenors may wish to add Unit/ Division specific support e.g. ERIC Room, PAL, TEPIT Centre, ELS Student Support Officers.]