



International College of Management Sydney

In association with



MACQUARIE
UNIVERSITY

FACULTY OF BUSINESS AND ECONOMICS
DEPARTMENT OF BUSINESS
GRADUATE STUDIES OFFICE

Strategic Intelligence - ICMS 822

Unit Outline Semester 1 - 2010

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 company 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; and
- (5) 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 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.
- Complete a Business SI Report on a chosen company incorporating research and opinion.

- Complete a Group Case Study and Presentation.
- Complete a final exam (with a mark of 50% or better).
- **Peer Assessment in the Group Assignment will determine the weighting of the overall group assignment score for each student.**

Textbook:

Whilst there is NO PRESCRIBED TEXTBOOK, Students are expected to complete the readings contained within the Course Reading Folder located within the ICMS Course Page on Blackboard. There will be weekly readings for discussion in the following week class.

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

E-mail: lawrencep@incitemq.com.au

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 – Individual Journal	Week 3	5%
Assessment 2 – Business Report	Week 5	5%
Assessment 3 – Group Presentation and Strategic Company Analysis & Recommendation Report	Week 10	40%
Assessment 4 – Final Examination	Week 13	50%

2010 Weekly Program of Lecture Topics and Readings

Week No. Lecture Date	Topic	Readings/Assignment Dates
Week 1 23 rd February	Overview Course Outline - Overview Strategic Intelligence	Weekly Readings – SI and BI
Week 2 2 nd March	Strategic Intelligence Business Intelligence - SI and BI Readings	Weekly Readings – CI and KM
Week 3 9 th March	Competitive Intelligence Knowledge Management - CI and KM Readings	Weekly Readings - CI Assignment 1 DUE
Week 4 16 th March	SI Session – GUEST Session David Thomas – Think Global MI Application Workshop Prep Session GUEST – Victoria Sharp	
Week 5 23 rd March	Major Project Workshop – Inbound Tourism (Mark Taylor - Accor) - Introductions - Consult Sessions	Assignment 2 DUE Consult Sessions – Individual Groups (10-15 minute sessions)
Week 6 30 th March	MI Application Workshop Presentations GUEST – Victoria Sharp	
MID SEMESTER BREAK		
Week 7 20 th April	Consult Sessions – Individual Groups DRAFT Reviews of Report and Presentation	
Week 8 27 th April	SI Workshop – GUEST Session Mark Taylor - Accor	
Week 9 4 th May	SI Session – GUEST Session Ramak Salamat - iTel	
Week 10 11 th May	Major Assignment Presentation	Assignment 3 DUE
Week 11 18 th May	Major Assignment Presentation	
Week 12 25 th May	FINAL Exam: Lecture Review	
Week 13 1 st June	FINAL EXAMINATION (2.5 HOURS)	

1. Assessment Task ONE: Journal**Due Date: Week 3****Mark: 5%****Maximum – 4 Pages (IE: 1 Page per Article)****ASSIGNMENT CRITERIA:**

- 1) 4 Articles are to be submitted as part of this Journal. This is to be two articles each week from current Press. Articles to be attached to the Journal
- 2) Articles are to be in relation to the Public Listed Company
- 3) In your assessment you are to detail:
 - a. How this situation will affect the business;
 - b. What your Recommendations are; and
 - c. Why these recommendations are relevant.

LATE JOURNALS WILL NOT BE ACCEPTED.**2. Assessment Task TWO: Strategic Analysis Report.****Due Date: Week 5****Mark: 5%**

You are to prepare a Strategic Intelligence Report on QANTAS and from research and current available data; you are to comment on current issues (citing research gathered) and make recommendations along the four SI streams.

ASSIGNMENT CRITERIA:

- 1) You are to demonstrate a high degree of research and analysis.
- 2) Your recommendations need to be based on commercial criteria and cover ALL aspects of SI.

REPORT

The Report is to be a maximum of 5 A4 typed pages (excluding cover sheet and appendices).

LATE REPORTS WILL NOT BE ACCEPTED.

3. Assessment Task THREE: SI Report and Recommendation.

Peer Assessment in the Group Assignment will determine the weighting of the overall group assignment score for each student.

Report Due Date: Week 10

Presentations: Weeks 10 and 11

Mark: 40%

1) Group Report – 30%

2) Group Presentation – 10%

You are to prepare a Strategic Intelligence Report on Inbound Tourism for a Hotel Chain (assigned from the list below). This Report is to consider all aspects of the Chains Profile and Operation and most importantly the current issues that will impact on the businesses over the 3-5 years.

Company		Company	
HYATT	www.hyatt.com	Accor	www.accorhotels.com
Marriott	www.marriott.com.au	Hilton	www1.hilton.com
Rydges	www.rydges.com	Constellation Hotels	www.constellationhotels.com.au

ASSIGNMENT CRITERIA:

- 1) You are to undertake and demonstrate a research and analysis on the assigned Company.
- 2) Business Intelligence – what are the most relevant issues to be known about the Company's Initiatives, 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 15 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.

4. Assessment Task FOUR: FINAL Examination

The FINAL EXAM will be held on Tuesday 1st June 2010.

Marks: 50% of Total Course

The Exam is 2.5 hours (+10 minutes reading time) and will commence at 10.00am and conclude at 12.40pm.

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.**

PLEASE NOTE THAT IF YOU HAVE NOT SUBMITTED YOUR INDIVIDUAL REPORTS THEN YOU WILL NOT BE ABLE TO SIT THE FINAL EXAM.

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 2009 is from 1st June - 26th June 2009.

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

Include the following statements:

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 Postgraduate 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.

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.

Grade definitions

HD	High Distinction 85-100%	<i>Denotes performance which meets all unit objectives in such an exceptional way and with such marked excellence that it deserves the highest level of recognition.</i>
D	Distinction 75-84%	<i>Denotes performance which clearly deserves a very high level of recognition as an excellent achievement in the unit.</i>
Cr	Credit 65-74%	<i>Denotes performance which is substantially better than would normally be expected of competent students in the unit.</i>
P	Pass 50-64%	<i>Denotes performance which satisfies unit objectives.</i>
PC	Pass Conceded 45-49%	<i>Denotes performance which meets unit objectives only marginally.</i>
F	Fail 0-44%	<i>Denotes that a candidate has failed to complete a unit satisfactorily.</i>
FA	Fail Absent 0-44%	<i>Denotes that a candidate has failed to complete a unit satisfactorily and was absent from a compulsory final examination</i>
W	Withdrawn	<i>No grade as student withdrew with permission prior to final examination</i>
I	Incomplete	<i>Grade yet to be determined as all assessment tasks have not yet been completed</i>
IS	Incomplete Supplementary	<i>Supplementary examination approved and yet to be completed</i>