



**College of Commerce  
Division of Economic and Financial Studies  
Business Department**

**BBA301/ BBA350:  
STRATEGIC MANAGEMENT I**

***UNIT OUTLINE  
First Semester, 2006***

**Lecturer: Deborah Howlett**

**Unit Convenor: Leanne Carter**

**Tuesdays 6-9pm,  
Location: X5 BT1**

**Prerequisites: Entry to BBA; BBA102; BBA111; 40cp**

**Students in this unit should read the Unit Outline carefully at the beginning of the Semester. It contains important information about the unit. If anything in it is unclear, please consult the Unit Convenor.**

**BBA 301/350: STRATEGIC MANAGEMENT 1  
SEMESTER 1, 2006**

**ABOUT THIS UNIT**

The purpose of this course is to equip the student with the ability to approach complex business problems from the cross-functional and multi-dimensional perspective of the general manager.

The process of formulating competitive strategy at the *business-level* requires the systematic analysis of a firm's internal resources and capabilities in conjunction with a structured examination of the various dimensions of its (external) industry and macro-environments. Once this is achieved, management can develop appropriate strategies with which to pursue sustainable competitive advantage in domestic and international markets.

At the *corporate-level*, the key issue is the management of the growth of the firm. Topics addressed in this regard include financing growth, diversification, merger and acquisition analysis, synergy, corporate parenting, governance, strategy implementation, social responsibility and stakeholder management.

**TEACHING STAFF**

Lecturer: Deborah Howlett

Email: [dhowlett@efs.mq.edu.au](mailto:dhowlett@efs.mq.edu.au)

**CLASSES**

Tuesdays 6-9pm,  
Location: X5 BT1

**LEARNING OUTCOMES**

At the completion of this subject students should be able to:

1. Assess the nature of an industry's strategic issues and the environment in which they are generated
2. Evaluate the importance of strategic business planning.
3. Analyse environmental information for use in strategic plans
4. Review competitive dynamics and rivalry and its impacts on the hospitality industry
5. Discuss the effects of globalization on strategic management within organizations

## **RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES**

Through the development of various conceptual models and frameworks, students will become proficient at analyzing a firm's relative strengths and weaknesses, the threats and opportunities in its external environment, and the key issues that influence how and where the firm should grow. Case analysis will be used extensively to link concepts and frameworks to real-world examples. Group work will engage students in the challenges of interpersonal communication, task allocation, coordination and control.

### **Marks will be allocated on the following basis:**

Group Research Project	30%
Midterm Exams	30%
Final Exam	40%

Note: students must Pass the final exam (>49%) to pass course.

### **Assignments:**

#### **Mid term tests x 2:**

**Due:** In class in weeks 7 and 11

**Value:** 15% each

Format will be discussed in class in the week prior to the tests being conducted. If a student cannot attend the in class test, the lecturer shall be notified prior to the lecture via email directly as to the reason(s) the test cannot be done and proof as to why the non attendance e.g. medical certificate etc

#### **Group Report:**

**Due:** Beginning of lecture Week 13

**Value:** 30%

**Word Limit:** 2500 words

You are to form groups of no more than 7 students and notify the lecturer via email of group member names and student numbers (no later than week 6). Each group is required to prepare a business report on a global organization which has a presence in Australia. (Once decided the choice of organization must be discussed and approved with the Lecturer). It is best to choose an organization you are familiar with.

Students will need to identify the following:

1. Outline the organization and its associated demographics
2. Conduct a standard five forces analysis of the organization
3. Identify its SWOT

4. Determine the external environmental factors that are influencing the organisation's operations
5. Based on your analysis, review how profitable the organization really is? What are the factors driving that profitability?
6. How may this change in the future and why? Explain this in detail
7. Are any competitors shaping the industry globally? If so, how?

**All group work is peer moderated**

In Week 13, the last class, each student will submit a peer evaluation assessment for each member in their group (including themselves). This will then allow a peer factor to be allocated to the Group's raw score for each individual student, allowing a dispersion of marks within the same group. This peer factor is kept confidential.

Please Note:

Your Report is to be answered in the following format and will be marked to the following criteria:

1. Written in business report format
2. Type in 12 size font, one and a half spaced
3. Analysis and interpretation of research material
4. Evidence of extensive research
5. Logical and sound business argument
6. Provide in text referencing and reference list in Harvard format. Using cited references ( not textbook)
7. One assignment per group is to be handed in
8. Limited to 2500 words (plus or minus 10%).
9. Ensure proofreading, editing, correct spelling and punctuation is undertaken
10. Use only one side of A4 paper, number every page and staple in top left hand corner of paper. Please do not use individual page folders
11. On front page include all group member names and student numbers

**Examinations**

**Value:** 40%

The University examination period in First Half Year 2006 is from 14 June to 30 June.

**REQUIRED AND RECOMMENDED READING**

Prescribed Text:

Hill, C.W.L., G.R. Jones & P. Galvin (2004). *Strategic Management: An Integrated Approach*. Melbourne: Wiley.

Additional References:

Various readings will also be placed on Reserve in ERIC or on the course webpage over the semester, you will be advised of such in class.

## **TEACHING AND LEARNING STRATEGY**

(Note that this Schedule of Topics is not formalised and some topics may not be covered)

Week 1 – Introduction to Strategic Management

Week 2 – Stakeholder Management and the Corporate Mission (Chap 2)

Week 3 – The Strategic Management Process and Case Analysis (Chap 1, C1-C7)

Week 4 – The External Environment I: PESTE Analysis (Chap 3)

Week 5 – The External Environment II: Industry Analysis

Week 6 – The Internal Environment and Competitive Advantage (Chap 4-5)

**Week 7 – Midterm Exam 1**

Week 8 – Business-level Strategy and Competitive Dynamics (Chap 6-7)

Week 9 – International Strategy I: Globalisation and the International Business Environment (Chap 10)

Week 10 – International Strategy II: The Transnational Corporation (TNC)

**Week 11 – Midterm Exam 2**

Week 12 – International Strategy III: TNC Strategy and Structure

Week 13 – Review    Group Research Project Due

## **EXAMINATIONS**

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/APSCons.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.

You are advised that it is Macquarie 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, that 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>.