



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

BBA301/ BBA350 STRATEGIC MANAGEMENT I

UNIT OUTLINE Semester 1, 2007

Lecture: Mondays, 3.00pm – 6.00pm
Tuesdays, 1.00pm – 4.00pm & 6.00 pm – 9.00pm
Thursdays, 3.00pm -6.00pm & 6.00pm – 9.00pm

**Unit Convenor: Gordon Brooks
Lecturer: Deborah Howlett**

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 unit convenor.

**BBA 301/350: STRATEGIC MANAGEMENT 1
SEMESTER 1, 2007**

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

CLASSES

Mondays: 3.00pm – 6.00pm	Location: E5A 118
Tuesdays: 1.00pm – 4.00pm	Location: E5A 131
Tuesdays: 6.00pm – 9.00pm	Location: E5A 107
Thursdays: 3.00pm – 6.00pm	Location: E5A 116
Thursdays: 6.00pm – 9.00pm	Location: E5A 116

CONSULTATION:

The lecturer will be available for consultation with students on Tuesdays between 4.15pm – 5.45pm. This will take place in E4A on level 6 in the Dept of Business hot office area. Students are advised that it is a requirement to first notify the lecturer by email to arrange such a consultation and time, date and place will be verified by return email.

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 Case Study Presentation	10%
Group Case Study Written Report	20%
Individual Research Paper	20%
Mid Term Test	10%
Final Exam	40%

Assignments:

Mid term test :

Due: In class in week 6 (week ending 6 April)

Value: 10%

Format will be discussed in class in the week prior to the test 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 will need to be produced

Individual Research Paper:

Due: Monday 23 April (to be handed in at ERIC by 5pm)

Value: 20%

Word Limit: 1000 words (+/- 10%)

In a succinct manner you are to research and report on your findings regarding the following:

What are the characteristics of a good business leader and why? Using these criteria that you have nominated, assess two such business leaders and why you have selected them as being representative of a good business leader.

Please Note:

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

1. Written in succinct business paper format (not essay style)
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. Limited to 1000 words (plus or minus 10%).
8. Ensure proofreading, editing, correct spelling and punctuation is undertaken
9. 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
10. On front page include student name, student number and student signature (verifying that all work contained in the paper is the student's own work)

Group Case Study(written):

Due: Following week after seminar presentation

Value: 20%

Word Limit: 2000 words

You are to form groups of 6 students and no more, then notify the lecturer via email of group member names and student numbers (**no later than week 3**). Each group is required to prepare a case study report on an organization as outlined in the weekly seminars. (**Only one group per seminar class can present and research the chosen organization..this is allocated by the first come first served basis**)

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. Undertake a SWOT
4. Determine the external environmental factors that are influencing the organisation's operations
5. Based on your analysis, review the issues the organization are facing and how these are being dealt with
6. What does the future hold for this organization and what strategies should be implemented?

Please Note:

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

1. Written in case study 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 2000 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 with student signatures

Group Case Study Presentation:

Due: Nominated seminar week as per unit outline

Value: 10%

Time: 25 – 30 Minutes

Each group member MUST present to the rest of the class and all should be prepared to answer questions from the class/and or lecturer at the conclusion of the presentation. The use of presentation aids is encouraged, but emphasis should be placed on important material researched from the text book case material or from further research undertaken in line with the written report criteria.

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.

Examinations

Value: 40%

The University examination period in First Half Year 2007 is from 13 June to 29 June.

REQUIRED AND RECOMMENDED READING

Prescribed Text:

Hill, C.W.L., Jones, G.R., Galvin, P & Haidar, A. (2007). *Strategic Management: An Integrated Approach*. (2nd Ed) Melbourne: Wiley.

Note: Students are expected to have read daily newspapers prior to lecture each week, especially the Business sections ie. The Australian; The Sydney Morning Herald; The Financial Review etc. There will be at the beginning of each lecture a session (facilitated by the Lecturer) discussing the business news of the week. The expectation is that all students will be contributing via discussion of such events

TEACHING AND LEARNING STRATEGY

BBA 301/350 Strategic Management 1

2007 Lecture Schedule

Dates: Week starting:	Topic:	Textbook References and Seminar Materials:
Week 1 26 Feb	An Introduction to Strategic Management <ul style="list-style-type: none">• Course overview• Housekeeping	Robin Hood Case study
Week 2 5 March	The Strategic Management Process <ul style="list-style-type: none">• SWOT• Leadership	Chapter 1 Case study Analysis Text: C3 – C15
Week 3 12 March	Corporate Mission, Stakeholders etc <ul style="list-style-type: none">• Corporate governance• Strategy and ethics	Chapter 2 Small group exercise: Q1-3 P 56 of text
Week 4 19 March	External Analysis (Industry Opportunities & Threats) <ul style="list-style-type: none">• Analysing industry structure	Chapter 3 Kleenmaid (C9-text)
Week 5 26 March	External Analysis cont'd	Chapter 3 cont'd Cooroy Spring Water (text C16)

Week 6 2 April	Mid Semester Test in class	No seminar this week
Mid Semester Break	No classes held 6 April – 20 April inclusive	
Week 7 23 April	Internal Analysis <ul style="list-style-type: none"> • Competitive Advantage • Why do companies fail 	Chapter 4 Qantas (text C23) Individual Papers due
Week 8 30 April	Functional Level Strategy <ul style="list-style-type: none"> • Responsiveness to customers • Superior quality & innovation 	Chapters 5 Marlows limited (text C40)
Week 9 7 May	Business Level Strategy <ul style="list-style-type: none"> • Customer groups & market segmentation • Industry types 	Chapter 6 Bank of Queensland (text C51)
Week 10 14 May	Corporate Strategy <ul style="list-style-type: none"> • Strategic Alliances • Vertical Integration 	Chapter 7 Aldi in Australia (text C60)
Week 11 21 May	Strategy in the Global Environment <ul style="list-style-type: none"> • Profiting from global expansion • Strategic Choice 	Chapter 8 Air New Zealand (text C 69)
Week 12 28 May	Corporate Social Responsibility <ul style="list-style-type: none"> • CSR and strategy 	No text reading Southcorp Limited (text C 80)
Week 13 4 June	<ul style="list-style-type: none"> • Course Review • Peer Assessment (compulsory) • Unit Evaluations 	Frontera (Text C77 – C80 and C92 – C99)

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/rules/Guidelines2003.doc> or <http://www.mq.edu.au/senate/rules/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>.