



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

# **BBA301/ BBA350**

## **STRATEGIC MANAGEMENT I**

### ***UNIT OUTLINE***

### ***Semester 1, 2008***

**Lectures:** Mondays 3.00pm-6.00pm E5A 118  
6.00pm-9.00pm E5A 131  
Tuesdays 1.00pm-4.00pm E5A 131  
6.00pm-9.00pm E5A 107  
Thursdays 3.00pm-6.00pm E5A 116  
6.00pm-9.00pm E5A 116

**Unit Convenor: Dr Christopher Clark**  
**Lecturers: Deborah Howlett**  
**Stephane Bignoux**

**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, 2008**

### **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 in Charge: Christopher Clark

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

Lecturer: Deborah Howlett

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

Lecturer: Stephane Bignoux

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

### **CLASSES**

Mondays:	3.00pm – 6.00pm	Location: E5A 118 (C. Clark)
Monday:	6.00pm – 9.00pm	Location: E5A 131 (C. Clark)
Tuesdays:	1.00pm – 4.00pm	Location: E5A 131 (S. Bignoux)
Tuesdays:	6.00pm – 9.00pm	Location: E5A 107 (S. Bignoux)
Thursdays:	3.00pm – 6.00pm	Location: E5A 116 (D. Howlett)
Thursdays:	6.00pm – 9.00pm	Location: E5A 116 (D. Howlett)

The timetable for classes can be found on the University website at:

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

## CONSULTATION

Dr Clark will generally be available for consultation with students on Mondays between 12.30pm – 2.30pm (other times by arrangement). This will take place in E4A on level 6 in the Dept of Business 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.

## UNIT WEB PAGE

The web page for this unit can be accessed via the “login” button on <http://learn.mq.edu.au>

## 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. Understand different approaches to strategy

## 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%
Mid Term Test	10%
Final Exam	60%

### **Assignments:**

#### **Mid term test :**

**Due:** In class in week 7 (week commencing 7th 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

**Group Case Study(written):**

**Due:** Week 13

**Value:** 20%

**Word Limit:** 3000 words

You are to form groups of 5-6 students (no more), then notify the lecturer 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 identified by the lecturer. (**Only one group per class can present and research the chosen organization, which will be allocated on a first come first served basis**)

The case study should comprise four broad sections.

1. Analyse the industry using any analytical tools that you thin are appropriate.
2. Briefly outline the strategies of a selection of the major competitors in the industry (you choose which competitors to analyse).
3. Outline in more depth the strategy of the target organization.
4. Make a series of recommendations to the board of the company to improve or maintain the strategic position of the company under discussion.

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 3000 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:** weeks 11 and 12**Value:** 10%**Time:** 15-20 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.

**End of Term Examination****Value:** 60%

The University examination period in First Half Year 2008 is from 11 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*. (2<sup>nd</sup> Australasian Edition) 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****2008 Lecture Schedule**

<b>Dates: Week starting:</b>	<b>Topic:</b>	<b>Textbook References and Seminar Materials:</b>
Week 1 25 Feb	An Introduction to Strategic Management <ul style="list-style-type: none"><li>• Course overview</li><li>• Housekeeping</li></ul>	
Week 2 3 March	The Strategic Management Process <ul style="list-style-type: none"><li>• SWOT</li><li>• Leadership</li></ul>	Chapter 1 Case study Analysis Text: C3 – C15
Week 3 10 March	Corporate Mission, Stakeholders etc <ul style="list-style-type: none"><li>• Corporate governance</li><li>• Strategy and ethics</li></ul>	Chapter 2 Small group exercise: Q1-3 P 56 of text
Week 4 17 March	External Analysis <ul style="list-style-type: none"><li>• Analysing industry structure</li></ul>	Chapter 3 Kleenmaid (C9-text)
Week 5 24 March	Internal Analysis <ul style="list-style-type: none"><li>• Competitive Advantage</li><li>• Why do companies fail</li></ul>	Chapter 4 Qantas (text C23)

Week 6 31 <sup>st</sup> April	Generic Strategies <ul style="list-style-type: none"> <li>• Cost Leadership</li> <li>• Differentiation</li> </ul>	Chapter 6 Bank of Queensland (text C51)
Week 7 7th April	Mid Semester Test in class	<b>No seminar this week</b>
Mid Semester Break	No classes held 14 <sup>th</sup> April – 25 <sup>th</sup> April inclusive	
Week 8 28 April	Game theory and competitor analysis	Readings
Week 9 5 May	Entry Strategy	
Week 10 12 May	Managing in Different Life Cycle Stages <ul style="list-style-type: none"> <li>• Maturity</li> <li>• Emergence</li> </ul>	Chapter 6
Week 11 19 May	The Resource based View of the firm <ul style="list-style-type: none"> <li>• A different (internal) view on strategy</li> </ul>	Group Presentations
Week 12 26May	Group Presentations	No Seminars
Week 13 2 June	<ul style="list-style-type: none"> <li>• Course Review</li> <li>• Peer Assessment ( compulsory)</li> <li>• Unit Evaluations</li> </ul>	

## 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.

**The University Examination period in First Half Year 2008 is from 11 to 27 June.**

## 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>.

## **CLASSROOM ETIQUETTE**

Students are expected to arrive on time, certainly before five minutes past the hour, and not to leave until the class ends. If you have a recurring problem that makes you late, or forces you to leave early, have the courtesy to discuss this with your lecturer/tutor. Students are expected to be quiet during lectures unless, of course, class participation is required. Mobiles should be turned off during classes; not simply set to “silent”.