

MACQUARIE
UNIVERSITY



FACULTY OF
BUSINESS AND ECONOMICS

BBA 350
Strategic Management

Semester 2, 2010

Department of Business

**MACQUARIE UNIVERSITY
FACULTY OF BUSINESS AND ECONOMICS
UNIT OUTLINE**

Year and Semester: Semester 2, 2010

Unit convenor: Debbie Howlett
Lecturer: Steve Erichsen
Tutor: Nicole Lasky

[Prerequisites / Corequisites:] Admission to BBA and MKTG 101 and (ACCG 200 or ACCG 253)

Credit Point: 3pc

Students in this unit should read this unit outline carefully at the start of semester. It contains important information about the unit. If anything in it is unclear, please consult one of the teaching staff in the unit.

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

- Convenor: Debbie Howlett Email: deborah.howlett@mq.edu.au
- Lecturer: Steve Erichsen Contact Phone: 9850 4843
- Tutor: Nicole Lasky Email: erichsen@optusnet.com.au
- Email: nicole.e.lasky@gmail.com

CONSULTATION TIMES

Deborah will generally be available for consultation with students on Tuesday mornings from 10am –12 pm (other times by arrangement only). This will take place in E4A on level 5 in Room 527.

Steve and Nicole will discuss their consultation times in class .

Students are advised that it is a requirement to first notify the lecturer/ tutor by email to arrange such a consultation and time, date and place will be verified\by return email.

You are encouraged to seek help at a time that is convenient to you from a staff member teaching on this unit during their regular consultation hours. In special circumstances, an appointment may be made outside regular consultation hours. Staff will not conduct any consultations by email. You may, however, phone staff during their consultation hours.

Students experiencing significant difficulties with any topic in the unit must seek assistance immediately.

CLASSES

- The format for the class will be two hours of lectures followed by a two hour tutorial, fortnightly for 6 weeks, although this may vary from week to week Please see the organisation of the Tutorial Schedule below:

WEEK	Monday STREAM A	Monday STREAM B
2 and 3	9 August	16 August
4 and 5	23 August	30 August
6 and 7	6 September	13 September
8 and 9	4 October	11 October
10 and 11	18 October	25 October
12 and 13	1 November	8 November

Students please note that you need to be allocated to either STREAM A or STREAM B by the Unit Convenor.

You will be asked to nominate the stream of your choice in Lecture 1.

It is imperative that you attend the first lecture for this reason.

Any people who do not attend the lecture in week 1 will be allocated by the Unit Convenor. The implication is that you may not be able to work in a group with people of your choice.

- The timetable for classes can be found on the University web site at: <http://www.timetables.mq.edu.au/>

- Students are expected to have read the prescribed reading prior to class and engage in group and/or class discussion during the class
- It is an assessment requirement of this unit that students attend lectures and tutorials, a roll will be taken. **iLecture will be available throughout, but due to the type of discussion may not be a complete recording of the full lecture.** It is preferable that all students attend class, if you do miss a class, it is your responsibility to do the necessary work that was covered in your own time.

REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

Prescribed Text: Hill, C.W.L.& Jones, G.R. (2010). *Strategic Management: An Integrated Approach* (9th Edition) South- Western, Cengage Learning. USA.

NOTE:

It is imperative that students keep abreast of current developments both in Australia and abroad via the public and popular media in respect to strategic management. At the beginning of each lecture, students will be asked to participate in a discussion of the preceding week's newsworthy items, **this may well be examinable**

UNIT WEB PAGE

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

LEARNING OBJECTIVES AND OUTCOMES

At the completion of this subject students should demonstrate their ability 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 industry
5. Understand different approaches to strategy

In addition to the discipline-based learning objectives, all academic programs at Macquarie seek to develop students' generic skills in a range of areas. One of the aims of this unit is that students develop their skills in the following graduate capabilities:

1. To be able to reason, question and analyse information
2. To be able to integrate and synthesise learning and knowledge from a range of sources and environments
3. To be able to critique constraints, assumptions and limitations
4. To be able to think independently and systematically in relation to scholarly activity in the workplace and in the world in general

TEACHING AND LEARNING STRATEGY

- This unit is taught in a combination of lectures and tutorials. Where student discussion is vital, case study analysis and set tutorial questions will be undertaken as complementary to the lecture and textbook material presented.
- Students are expected to participate in small class groups, read in advance prescribed reading materials and follow current developments via the public and popular media (newspapers, radio and television)
- A Week-by-week list of the topics to be covered is found below:

BBA 350 Strategic Management Semester 2: 2010 Lecture Schedule

Week starting:	Topic:	Textbook References and Seminar Materials:
Week 1 2 Aug	An Introduction to Strategic Management <ul style="list-style-type: none"> • Course overview • Housekeeping 	Chapter 1
Week 2 9 Aug	Corporate Mission, Stakeholders etc <ul style="list-style-type: none"> • Corporate governance • Strategy and ethics 	Chapter 11 DVD: The Corporation
Week 3 16 Aug	External Analysis <ul style="list-style-type: none"> • Analysing industry structure 	Chapter 2
Week 4 23 Aug	Internal Analysis <ul style="list-style-type: none"> • Competitive Advantage • Why do companies fail 	Chapter 3

Week 5 30 Aug	Generic Strategies <ul style="list-style-type: none"> • Cost Leadership • Differentiation 	Chapter 5
Week 6 6 Sep	Innovation and Entrepreneurship	Chapter 4
Week 7 13 Sep	Mid Semester Test in class	No readings
Mid Semester Break 20 & 27 Sep	No Classes	
Week 8 * 4 Oct	No Lecture this week due to Public Holiday Students are expected to spend time on Group project / report	
Week 9 11 Oct	Game theory and Competitor Analysis	Reading
Week 10 18 Oct	Entry Strategy	Chapter 8
Week 11 25 Oct	Managing in Different Life Cycle Stages and Portfolio Management <ul style="list-style-type: none"> • Maturity and Emergence 	Chapter 6

Week 12 1 Nov	The Resource based View of the firm <ul style="list-style-type: none"> • A different (internal) view on strategy 	Reading
Week 13 8 Nov	<ul style="list-style-type: none"> • Course Review • Peer Assessment (compulsory) • Unit Evaluations 	

TUTORIAL TOPIC SCHEDULE

<i>weeks</i>	Tutorial Topic	Assigned Tutorial Topics to be completed in Groups
2 and 3	Teaching Administration And Group Work Issues	Finalisation of Group Formation Allocation of Topics for Group Work Briefing on Tutorial Topics and assessment requirements. Caribou Coffee DVD
4 and 5	Ethics and Strategy External Analysis	Small Group Exercise :P375 Q5 Discussion of Enron DVD / Executive Perks DVD Small Group Exercise: Competing with Microsoft P69
6 and 7	Internal Analysis Competitive Advantage	Case Study: South-West Airlines P105 Q1, 2, 3 & 4 Small Group Exercise: Restaurant Strategy P 174
20 September to 1 October Mid Semester Break No tutorials		
8 and 9	No tutorials in these weeks (due to Public Holiday in week 8)	Students are expected to utilise this time wisely by meeting with their groups and formulating their report
10 and 11	Innovation Entry Strategies Business Level Strategies	Innovate or Die DVD In groups Q2, 3,4 & 5 (P279) Case Study: Warfare in toyland P207 Q 1, 2 & 3 Finalise group presentation order and reiterate presentation guidelines
12 and 13	Group Presentations	

RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES

Through the development of various conceptual models and frameworks, students will become proficient at analysing 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	20%
Final Exam	50%

Assignments:

Mid term test :

Due: In lecture in week 7 (13 Sept)

Value: 20%

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. The test will cover all topics that have been covered in weeks 1-6. Students are expected to demonstrate their knowledge and understanding of the topic areas covered. This assessment task relates to learning objectives 2 & 5 (above)

Group Case Study (written):

Due: Week 13

Value: 20%

Word Limit: 3000 words

You are to form groups of 5 students (no more), then notify via email the tutor 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 tutor.

(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 think 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 (minimum of 8 sound references)
5. Logical and sound business argument
6. Provide in text referencing and reference list in Harvard format. Using cited references (not only textbook)
7. One assignment per group is to be handed in at beginning of lecture week 13
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
12. Please ensure that the names handed to tutor at beginning of semester are those names that the student is formally enrolled as.

Submission: Late submission will attract a penalty of 5% of the assignment mark per day, unless discussed with the lecturer in advance. This assessment task relates to learning objectives 1-4 and all the Macquarie University Generic Student Skills

Group Case Study Presentation:

Due: weeks 12 and 13 (tutorial)

Value: 10%

Time: 15 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. This assessment

task relates to learning objectives 1-4 and all the Macquarie University Generic Student Skills

All group work is peer moderated

In Week 13, the last lecture, each student will submit a peer evaluation assessment for each member in their group. 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: 50%

A 3 hour final exam will be held during the University examination period.

The University Examination period in Second Half Year 2010 is from 17 November 2010 to 3 December 2010 inclusive.

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. The University's policy on special consideration process is available at

http://www.mq.edu.au/policy/docs/special_consideration/policy.html

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.

The Macquarie university examination policy details the principles and conduct of examinations at the University. The policy is available at:

<http://www.mq.edu.au/policy/docs/examination/policy.htm>

ACADEMIC HONESTY

The nature of scholarly endeavour, dependent as it is on the work of others, binds all members of the University community to abide by the principles of academic honesty. Its fundamental principle is that all staff and students act with integrity in the creation, development, application and use of ideas and information. This means that:

- all academic work claimed as original is the work of the author making the claim
- all academic collaborations are acknowledged
- academic work is not falsified in any way

- when the ideas of others are used, these ideas are acknowledged appropriately.

Further information on the academic honesty can be found in the Macquarie University Academic Honesty Policy at http://www.mq.edu.au/policy/docs/academic_honesty/policy.html

GRADES

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

GRADING APPEALS AND FINAL EXAMINATION SCRIPT VIEWING

If, at the conclusion of the unit, you have performed below expectations, and are considering lodging an appeal of grade and/or viewing your final exam script please refer to the following website which provides information about these processes and the cut off dates in the first instance. Please read the instructions provided concerning what constitutes a valid grounds for appeal before appealing your grade.

http://www.businessandconomics.mq.edu.au/for/new_and_current_students/undergraduate/admin_central/grade_appeals.

SPECIAL CONSIDERATION

The University is committed to equity and fairness in all aspects of its learning and teaching. In stating this commitment, the University recognises that there may be circumstances where a student is prevented by unavoidable disruption from performing in accordance with their ability. A special consideration policy exists to support students who experience serious and unavoidable disruption such that they do not reach their usual demonstrated performance level. The policy is available at: http://www.mq.edu.au/policy/docs/special_consideration/procedure.html

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>.

IT CONDITIONS OF USE

Access to all student computing facilities within the Faculty of Business and Economics is restricted to authorised coursework for approved units. Student ID cards must be displayed in the locations provided at all times.

Students are expected to act responsibly when utilising University IT facilities. The following regulations apply to the use of computing facilities and online services:

- Accessing inappropriate web sites or downloading inappropriate material is not permitted. Material that is not related to coursework for approved unit is deemed inappropriate.
- Downloading copyright material without permission from the copyright owner is illegal, and strictly prohibited. Students detected undertaking such activities will face disciplinary action, which may result in criminal proceedings.

Non-compliance with these conditions may result in disciplinary action without further notice.

Students must use their Macquarie University email addresses to communicate with staff as it is University policy that the University issued email account is used for official University communication.

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 must be quiet during lectures unless, of course, class participation is required. Mobiles should be turned off during classes; not simply set to "silent".

BBA 350
Group Presentation Feedback

Group Organisation:

Date Presented:

Time:

Fact: (4 marks) <ul style="list-style-type: none"> • Evidence of research • Analysis of org evident (not descriptive) • Application of theory to practical • All group members being able to answer questions 	Comments:	Mark:
Manner: (3 Marks) <ul style="list-style-type: none"> • Originality of content (varied) • Structure- logical • Major issues highlighted 		
Method: (3 marks) <ul style="list-style-type: none"> • Presentation style • Use of learning aids • Interaction evident • Use of time allowance (15 minutes) 		
Total Mark /10		

Overall Comments:

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Signed:

Date:

