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.

- This unit is worth 3 credit points

Teaching Staff

- Unit Convenor/Lecturer/Tutor: Debbie Howlett
  
  Email: deborah.howlett@mq.edu.au
  
  Contact Phone: 9850 4843

- Tutor: TBA

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.
CONSULTATION TIMES

• Consultation time with Debbie: Mondays 12 – 1pm and Tuesdays 2-3 pm; room 527, 5th floor, building E4A. (other times by arrangement only)

• Consultation time with tutor: during tutorials or email for an appointment.

• 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

• Number and length of classes: 3 hours face-to-face teaching per week, consisting of 1 x 2 hour lecture and 1 x 1 hour tutorial.

• The timetable for classes can be found on the University web site at: [http://www.timetables.mq.edu.au/](http://www.timetables.mq.edu.au/)

• Once the tutorial groups are formed, students cannot change their classes.

• Attendance will be taken in the tutorials.

• **Warning: You must attend at least 8 of the 11 tutorials** – failure to do so will lead to major deduction from your group-work contribution.

• Certain lectures and tutorials require compulsory attendance as listed. Compulsory lectures include: Weeks 1, 2, 5, 10, 12 and 13. Compulsory tutorials include: Weeks 2, 5, 11, 12 and 13.

• Medical certificates must be provided if you are not able to attend a class without incurring a penalty.

• You must stay in the tutorial to which you were enrolled as a cap is applied on the number of students to each tutorial in order to maximise your learning experience. However, you may change a tutorial providing the tutorial you wish to change to
has a vacancy. The only way you can do this is via e-student within two weeks of the start of semester. Changes cannot be made after week two.

- Students are expected to arrive on time, 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 classes, unless of course when class participation is required.
- Mobile phones must be turned OFF and not simply set to ‘silent’. Texting or any other mobile phone activity is not allowed. Students violating this requirement will be asked to leave the class.
- Laptops if utilised in class time must NOT cause disruption, otherwise you will be asked to turn it OFF in class.
- Students who disturb or disrupt in lectures and tutorial class will be asked to leave.
- Students within their groups MUST contribute/add material to their own “social bookmark” Diigo group throughout semester.
- All students MUST complete a peer assessment, on the contribution of group members in the group organisational project in week 13.
- The lecturer has the final say in the adjustment of group-work marks taking into account peer assessment ratings.

**PRIZES**

- None

**REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS**


**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.

TECHNOLOGY USED AND REQUIRED

• Students will utilise a social bookmark for the storing, sharing and commenting on group oriented report material
• Students are required to learn how to use power point, word processing and blackboard.
• Students will attempt a business simulation during semester

UNIT WEB PAGE

The web page for this unit can be found at: Blackboard http://learn.mq.edu.au

LEARNING OUTCOMES

The learning outcomes of this unit are:

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

GRADUATE CAPABILITIES

Business graduates are expected to know the following 7 discipline specific knowledge and skills upon graduation. This unit contributes to this learning by helping student develop capability number 7 below (italicised).

1. An understanding of the internal component parts of a business organisation and their interrelationships
2. Recognising all the elements that comprise an organisation’s environment and understanding how the organisation interacts with them
3. An understanding of the role of the organisation in promoting and providing a sustainable natural environment
4. An understanding of the contribution of marketing in an organisation’s interactions with its environment
5. An understanding of accounting as a tool for describing an aspect of an organisation’s operations and its role in monitoring and controlling activity
6. An understanding of law as an element of the organisation’s environment and a basis for a socially responsible organisation’s behaviour
7. An ability to develop strategy while understanding its role in defining an organisation and progressing toward a desired competitive position.

In addition to the discipline based learning objectives above, Macquarie University also seek to develop the following 8 generic capabilities in our graduates in order to address the challenges, and to be effective, engaged participants in their world.

This unit contributes to this learning by helping student develop generic skills number 1, 2, 4 and 7 below (italicised).

1. Critical, Analytical and Integrative Thinking
2. Problem Solving and Research Capability
3. Creative and Innovative
4. Effective Communication
5. Engaged and Ethical Local and Global citizens
6. Socially and Environmentally Active and Responsible
7. Capable of Professional and Personal Judgement and Initiative
8. Commitment to Continuous Learning

**TEACHING AND LEARNING STRATEGY**

- The unit is taught by lecture and tutorial discussions.
- Utilisation of social bookmark and business simulation technology during semester
- What is expected from students? Read in advance; prepare case studies if required for tutorials; follow current developments and news; be able to apply concepts in tutorial exercises; respond to questions raised during lectures; demonstrate enthusiasm for the subject and contribute to and attend all group meetings.

The topics to be covered each week are as follows:
Session 1: week commencing 1st August
Introduction to Strategic Management
- Discussion of course assessments and peer assessment
- Read: Chapter 1

Session 2: week commencing 8th August
The Strategic Management Process
- Read: Chapter 2
- Preparing for Case Discussion / analysis (in tutorials)
- Group and organisational choice finalisation (in tutorials)

Session 3: week commencing 15th August
External Analysis
- Read: Chapter 3
- Introduction to Case study preparation (in tutorials)

Session 4: week commencing 22nd August
Internal Analysis
- Read: Chapter 4
- Case Study (in tutorial)

Session 5: week commencing 29th August
Generic Strategies and Gap Analysis
- Read: Chapter 6
- In Class Test (in tutorials)

Session 6: week commencing 5th September
Game Theory and Competitor Analysis
- Read: Chapter 8
- DVD and discussion (in tutorial)

Session 7: week commencing 12th September
Guest lecture – Careers Service
- Discussion and update of Group Project (in tutorial)
- Review Business Simulation criteria (in tutorial)

------------------- RECESS -------------------

Session 8: week commencing 3rd October
Note: There is no Lecture nor tutorials this week because of Public Holidays

NOTE: Business Simulation due to be lodged on 3rd October

Session 9: week commencing 10th October
Guest Lecturer and Entry Strategy
Session 10: week commencing 17th October
Strategic Decision making
✔ Read: Chapter 7
✔ Current Event exercise/ questions (in tutorial)

Session 11: week commencing 24th October
Resource Based View of the Firm
✔ Reading
✔ Finalise group presentation order (in tutorial)
✔ Reiterate presentation guidelines (in tutorial)
✔ Discussion questions (in tutorial)

Session 12: week commencing 31st October
Measuring Strategic Organisational Performance
✔ Read Chapter 5
✔ Group presentations (in tutorial)

Session 13: week commencing 7th November
✔ Review and revise for final examination
✔ Peer assessment (compulsory)
✔ Group presentations (in tutorial)

Research and Practice

• This unit uses research by various researchers:

• This unit uses research from the following journals:
  ❖ Strategic Management Journal
  ❖ Management for Strategic Business Ideas
  ❖ Business Monitor International
  ❖ Global Business Review

• This unit gives you practice in applying research findings in your assignments

• This unit gives you opportunities to conduct your own research.

• This unit gives you the opportunity to participate in social bookmarking tools
• This unit gives you practice in applying theory learnt to a business environment through the means of a business simulation
**RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES**

The assessment of the course has the following components:

<table>
<thead>
<tr>
<th>Component</th>
<th>Description</th>
<th>Due date</th>
<th>Marking criteria/standards &amp; expectations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Class Test (20%)</strong></td>
<td>The test is 40 minutes held during tutorial Multiple choice quiz (based on all material covered in weeks 1-4)</td>
<td>Session 5 Tutorial. Please be seated 5 minutes before class</td>
<td>This is a early-warning test to see if you have</td>
</tr>
<tr>
<td><strong>Group Case study Presentation (10%)</strong></td>
<td>Each group will present a case study. Presentation is for 15 minutes, followed by 5 minutes of class questions or interactions.</td>
<td>The presentations will be held in tutorials in sessions 12 and 13. A copy of the Power point presentation is due before the presentation.</td>
<td>Students are expected to (1) analyse the case</td>
</tr>
<tr>
<td><strong>Group Case Study Report (20%)</strong></td>
<td>This report is made up of presentation (10%) and write-up (20%). Each group is required to prepare a case study report on an organisation using analytical tools</td>
<td>All group reports must be submitted in at beginning of tutorial in session 12.</td>
<td>The write up is a formal report of the presentation. It</td>
</tr>
<tr>
<td><strong>Business Simulation (10%)</strong></td>
<td>A strategic business simulation to be done over study break. Answer via an online web site</td>
<td></td>
<td>n/a.</td>
</tr>
<tr>
<td><strong>Final exam (40%)</strong></td>
<td>The duration of the exam is 3 hour plus 10 minutes held during the exam period. Case Study (20%), plus 2 essay questions (20%).</td>
<td>DUE: Mon 3rd Oct @ 5pm To be submitted online</td>
<td>n/a.</td>
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</tbody>
</table>

Please check the exam timetable for location and time.
<table>
<thead>
<tr>
<th></th>
<th>Class Test (20%)</th>
<th>Group Case Study Presentation (10%)</th>
<th>Group Case Study Report (20%)</th>
<th>Business Simulation (10%)</th>
<th>Final exam (40%)</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>study with respect to strategic management; (2) make the presentation as interesting by as possible.</td>
<td>allows the group to communicate all areas of analysis including that which was not possible during the presentation.</td>
<td>See a document called “Assessment criteria” on BlackBoard for more details.</td>
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<td></td>
</tr>
<tr>
<td>Submission method</td>
<td>In class to tutor</td>
<td>In class to tutor</td>
<td>In class to tutor</td>
<td>Online</td>
<td>n/a</td>
</tr>
<tr>
<td>Feedback</td>
<td>Marks posted on BlackBoard and verbal feedback in class</td>
<td>Verbal feedback will be given in class and written feedback will be given in report.</td>
<td>Written feedback will be given before the final examination.</td>
<td>Feedback will be given after the mid-session break in tutorials &amp; lecture.</td>
<td>n/a</td>
</tr>
<tr>
<td>Estimated student workload (hours)</td>
<td>20 hours</td>
<td>7 hours</td>
<td>30 hours</td>
<td>10 hours</td>
<td>30 hours</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td><strong>20</strong></td>
<td><strong>10</strong></td>
<td><strong>20</strong></td>
<td><strong>10</strong></td>
<td><strong>40</strong></td>
</tr>
<tr>
<td>Learning outcomes assessed:</td>
<td>1 and 3</td>
<td>4</td>
<td>1, 2, 3 and 4</td>
<td>1, 3 and 5</td>
<td>1, 2, 4 and 5</td>
</tr>
<tr>
<td>Graduate capabilities</td>
<td>1 and 4</td>
<td>1, 2 and 4</td>
<td>1, 2, 4 and 7</td>
<td>1, 2 and 4</td>
<td>1, 2, 4 and 7</td>
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</table>
- Students may only sit for the test once in your enrolled lecture / tutorial class. Failure to sit for this test will result in a zero grade. Students will only be given special consideration for non-attendance under exceptional circumstances, supported by documentary proof (e.g., medical certificates).

- Students who failed their class test will be counselled as an early warning that they have to work harder.

- Late submissions (up to 24 hours) will be penalised at 20% of the grade for the first day and 10% each day thereafter.

- Students must attend at least 8 of the 11 tutorials – failure to do so will lead to major deduction of group-work contribution.

Examinations

A final examination is included as an assessment task for this unit to provide assurance that:

i) the product belongs to the student and

ii) the student has attained the knowledge and skills tested in the exam.

A 3-hour final examination for this unit will be held during the University Examination period.

Successful completion of the unit is conditional on a satisfactory assessment in the final exam.

The University Examination period in Second Half Year 2011 is from 14 November to 2 December.

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](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.)

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**

Macquarie University uses the following grades in coursework units of study:

- HD - High Distinction
- D - Distinction
- CR - Credit
- P - Pass
- F - Fail
Grade descriptors and other information concerning grading are contained in the Macquarie University Grading Policy which is available at: http://www.mq.edu.au/policy/docs/grading/policy.html

**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.


**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.