

MACQUARIE  
UNIVERSITY



FACULTY OF  
BUSINESS AND ECONOMICS

Unit Code: BBA350  
Unit Name: Strategic Management

First Semester, 2011

*Department of Marketing & Management*

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

<b>Year and Semester:</b>	2011 Semester 1
<b>Unit convenor:</b>	Deborah Howlett
<b>Prerequisites/ Corequisites:]</b>	Admission to BBA and MKTG 101 and (ACCG 200 or ACCG 253)
<b>Credit points:</b>	Three

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.
- This unit is worth 3 credit points

**TEACHING STAFF**

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

## CONSULTATION TIMES

- Consultation time with Debbie: Tuesdays 2-4 pm; room 527, 5<sup>th</sup> floor, building E4A. (other times by arrangement only)
- Consultation time with tutors: 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/>
- Once the tutorial groups are formed, students cannot change their classes.
- Attendance will be taken in the tutorials.
- Warning: You must attend at least 10 of the 12 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, 7, 12 and 13. Compulsory tutorials include: Weeks 2, 4, 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.
- All students have to complete a peer assessment, on the contribution of group members in the group organisational project.
- 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

- Prescribed text: Hubbard, G & Beamish, P (2011) *Strategic Management: Thinking, Analysis, Action* 4<sup>th</sup> ed Pearson Australia

#### 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 are required to learn how to use power point, word processing and blackboard.

#### 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, 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.
- 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 attend all group meetings.

The topics to be covered each week are as follows:

### **Session 1:** *week commencing 21 February*

Introduction to Strategic Management

- ✓ Discussion of course assessments and peer assessment
- ✓ Read: Chapter 1

### **Session 2:** *week commencing 28 February*

The Strategic Management Process

- ✓ Read: Chapter 2
- ✓ Preparing for Case Discussion / analysis (in tutorials)
- ✓ Group finalisation (in tutorials)

### **Session 3:** *week commencing 7 March*

External Analysis

- ✓ Read: Chapter 3
- ✓ Introduction to Case study preparation (in tutorials)

### **Session 4:** *week commencing 14 March*

Internal Analysis

- ✓ Read: Chapter 4
- ✓ **Early semester quiz (in tutorials)**

### **Session 5:** *week commencing 21 March*

Generic Strategies and Gap Analysis

- ✓ Read: Chapter 6
- ✓ Case study (in tutorial)

### **Session 6:** *week commencing 26 March*

Game Theory and Competitor Analysis

- ✓ Read: Chapter 8
- ✓ DVD and discussion (in tutorial)

### **Session 7:** *week commencing 4 April*

**\*\*\*MID-TERM QUIZ (in lecture)\*\*\***

- ✓ Discussion and update of Group Project (in tutorial)
- ✓ Review Strategic Business Plan (text site) (in tutorial)

----- **RECESS** -----

**Session 8: week commencing 25 April**

**Note: There are no tutorials this week because of Public Holidays**

**Students from Tuesday night lecture are expected to attend Wednesday lecture for this week ONLY**

Measuring Strategic Organisational Performance

- ✓ Read Chapter 5
- ✓ Discussion Questions (in tutorial)

**Session 9: week commencing 2 May**

Guest Lecturer and Entry Strategy

- ✓ Read: Chapter 10
- ✓ Case study analysis (in tutorial)

**Session 10: week commencing 9 May**

Strategic Decision making

- ✓ Read: Chapter 7
- ✓ Current Event exercise/ questions (in tutorial)

**Session 11: week commencing 16 May**

Innovation and Entrepreneurship

- ✓ No reading this week
- ✓ Finalise group presentation order (in tutorial)
- ✓ Reiterate presentation guidelines (in tutorial)
- ✓ Discussion questions (in tutorial)

**Session 12: week commencing 23 May**

Resource Based View of the Firm

- ✓ Reading
- ✓ Group presentations (in tutorial)

**Session 13: week commencing 30 May**

- ✓ 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.

**RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES**

The assessment of the course has the following components:

	<b>Early Quiz (10%)</b>	<b>Group Case study Presentation (10%)</b>	<b>Group Case Study Report (20%)</b>	<b>Mid-term Test (20%)</b>	<b>Final exam (40%)</b>
Description	<p>The quiz is 30 minutes held during tutorial</p> <p>Multiple choice quiz (based on all material covered in weeks 1-3)</p>	<p>Each group will present a case study.</p> <p>Presentation is for 15 minutes, followed by 5 minutes of class questions or interactions.</p>	<p>This report is made up of presentation (10%) and write-up (20%).</p> <p>Each group is required to prepare a case study report on an organisation using analytical tools</p>	<p>This test is 90 minutes held during lecture.</p> <p>20 multiple choice questions (5%) + 3 short questions based on all material covered in session 1 to 6 (15%).</p>	<p>The duration of the exam is 3 hour plus 10 minutes held during the exam period.</p> <p>Case Study (20%), plus 2 essay questions (20%).</p>
Due date	<p>Session 4 Tutorial. Please be seated 5 minutes before class</p>	<p>The presentations will be held in tutorials in sessions 12 and 13.</p> <p>A copy of the Power point presentation is due before the presentation.</p>	<p>All group reports must be submitted in at beginning of tutorial in session 12.</p>	<p>Session 7 lecture. Please be seated 5 minutes before class.</p>	<p>Please check the exam timetable for location and time.</p>



	<b>Early Quiz (10%)</b>	<b>Group Case study Presentation (10%)</b>	<b>Group Case Study Report (20%)</b>	<b>Mid-term Test (20%)</b>	<b>Final exam (40%)</b>
Marking criteria/standards & expectations	This is a early- warning test to see if you have been studying	Students are expected to (1) analyse the case study with respect to strategic management ; (2) make the presentation as interesting by as possible.  See a document called "Assessment criteria" on BlackBoard for more details.	The write up is a formal report of the presentation. It allows the group to communicate all areas of analysis including that which was not possible during the presentation.  See a document called "Assessment criteria" on BlackBoard for more details.	n/a.	n/a
Submission method	In class to tutor	In class to tutor	In class to tutor	In class to lecturer	n/a
Feedback	Marks posted on BlackBoard and verbal feedback in class	Verbal feedback will be given in class and written feedback will be given in report.	Written feedback will be given before the final examination.	Feedback will be given after the mid- session break in tutorials & lecture.	n/a
Estimated student workload (hours)	7 hours	7 hours	30 hours	30 hours	30 hours
<b>Total:</b>	10	10	20	20	40

	<b>Early Quiz (10%)</b>	<b>Group Case study Presentation (10%)</b>	<b>Group Case Study Report (20%)</b>	<b>Mid-term Test (20%)</b>	<b>Final exam (40%)</b>
<b>Learning outcomes assessed:</b>					
	1 and 3	4	1,2, 3 and 4	1,3and 5	1,2, 4 and 5
<b>Graduate capabilities assessed:</b>					
	1and 4	1 and 4	1,4 and 7	1 and 4	1,4 and 7

- Students must attend at least 10 of the 12 tutorials – failure to do so will lead to major deduction of group-work contribution.
- 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 early quiz 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.

## **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 First Half Year 2011 is from 6 to 24 June.

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/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](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.

[http://www.businessandconomics.mq.edu.au/for/new\\_and\\_current\\_students/undergraduate/admin\\_central/grade\\_appeals](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](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.