



International College of Management Sydney

In association with

**Macquarie University
Division of Economic and Financial Studies
Graduate Accounting and Commerce Centre**

Strategic Intelligence
ICMS 822

Unit Outline
Semester 1 - 2007

Students in this unit should read this unit outline carefully at the start of semester. It contains important information about the unit.

Lecturer:

Lawrence Potter
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International College of Management Sydney

ICMS 822 – Strategic Intelligence

About this unit:

This subject provides students with the opportunity to apply the functional applications of strategic intelligence in the broader commercial environment. Students will build on general business principles and competitive strategies (knowledge management and competitive intelligence), gained in marketing, marketing research, personnel management, market analysis, financial management and resource planning.

Learning Outcomes:

The aim of the subject is to develop knowledge and skills that enable students to:

- (1) Critically analyse business environments both external to the firm and within the organisation;
- (2) Gain knowledge of the process by which organisations can develop a strategic and sustainable market initiatives;
- (3) Assess current management thinking concepts
- (4) Review current market intelligence such as Annual Reports, Newspaper and Magazine Articles, Brand Strategies, Advertising Mix and ASX Reports etc.
- (5) Resource Management. How to utilise staff and available financial resources to achieve the desired goals.
- (6) Understand marketing investment decisions and choices.

Throughout the course, the emphasis is on the application and analysis process: identifying information needs, acquiring the necessary information, interpreting it and using it as the basis for business recommendations.

This course will also enhance the generic skills - critical thinking, independent work, teamwork, writing skills, and problem-solving skills.

Successful Completion of the Unit

In order to successfully complete the Unit you must:

- Attend and participate in the weekly lectures. If you miss more than 2 lectures you will be required to explain the reason for the absence or withdraw from the Unit.
- Complete a Journal on strategic issues affecting business decision making and/or strategy implementation. These are to be sourced from the Newspaper, Internet.
- Complete a major Assignment on a Listed Public Company.
- Complete a final exam (with a mark of 50% or better).

Textbook:

There is no designated Text Book for this Class.

Workload:

This is a single semester (half-year) 4 credit point unit. The number of credit points that a unit is worth is determined by the number of hours that a student is expected to spend each week attending lectures, reading and preparing assignments. For a single semester unit, students are expected to spend 4 hours per credit point each week on work related to the unit. Students are strongly advised to prepare their study timetable accordingly. Successful performance in the exam requires knowledge and understanding of the content of the lectures and set readings.

Teaching Staff:

Lecturer: Lawrence Potter

E-mail: lawrencep@incitemg.com.au

Individual Consultation is available by arrangement.

Assessments

All assignment tasks are compulsory. You will need to complete **three assessment tasks** and **PASS** the **final examination** to satisfy the course requirements.

Assessment 1 – Book Summary Report	Weekly Report and Presentation	Mark: 10%
Assessment 2 – Individual Journal	Due Date: Week 6	Mark: 15%
Assessment 3 – Business Report	Due Date : Week 9	Mark: 25%
Assessment 4 – Final Examination	Due Date : Week 13	Mark : 50%

2007 Weekly Program of Lecture Topics and Readings

Week No. Lecture Date	Topic	Readings/Assignment Dates
Week 1 28 th February	<ul style="list-style-type: none"> - Overview Course Outline - Introduction to Strategic Intelligence 	Journal Reviews Book Summary Paper
Week 2 7 th March	<ul style="list-style-type: none"> - Strategic Management - Marketing Management - Book Summary Presentation 	Journal Reviews Book Summary Paper
Week 3 14 th March	<ul style="list-style-type: none"> - Human Resource Management - Financial Management - Book Summary Presentation 	Journal Reviews Book Summary Paper
Week 4 21 st March	<ul style="list-style-type: none"> - Growth Strategy - Competitive Intelligence - Book Summary Presentation 	Journal Reviews Book Summary Paper
Week 5 28 th March	<ul style="list-style-type: none"> - IMC - Knowledge Management - Book Summary Presentation 	Journal Reviews Book Summary Paper
Week 6 4 th April	<ul style="list-style-type: none"> - Management Trends - Global Markets - Book Summary Presentation 	Book Summary Paper DUE: Individual Journals
Week 7 25 th April	<ul style="list-style-type: none"> - MAJOR ASSIGNMENT Workshop 	
Week 8 2 nd May	<ul style="list-style-type: none"> - Sales Management - Customer Management - Book Summary Presentation - Journal Review 	Book Summary Paper
Week 9 9 th May	<ul style="list-style-type: none"> - FINAL Exam Workshop - Book Summary Presentation 	DUE: Major Assignment
Week 10 16 th May	Major Assignment Presentation Exam Review	
Week 11 23 rd May	Major Assignment Presentation Exam Review	
Week 12 30 th May	COURSE REVISION AND FINAL EXAM PREPARATION	
Week 13 6 th June	FINAL EXAMINATION (2 HOURS)	

1. Assessment Task ONE: Book Summary Report Presentations**Mark: 10%**

On a weekly basis you are to review one of the three nominated Executive Book Summaries.

This review is to be submitted as a Report of **NO MORE THAN 2 Pages**. Each Report is to:

- 1) Summary of the key issues/findings in the Summary;
- 2) Which areas of this summary have commercial relevance and how would you apply them.
- 3) Do you think that this theory is relevant? Why

You are to be prepared to present your report for discussion in class.

All Reports are to be submitted by email NO Later than 11.59pm Sunday Evening prior to class. This will allow for all Reports to be uploaded to Blackboard and for all Students to get a copy of each Report.

LATE REPORTS WILL NOT BE ACCEPTED. FAILURE TO LODGE 2 REPORTS WILL RESULT IN A FAILURE FOR THIS ASSESSMENT AND A SCORE OF 0.

2. Assessment Task TWO: Individual Journal.**Due Date: Week 6****Mark: 15%****ASSIGNMENT CRITERIA:**

- 1) 10 Articles are to be submitted as part of this Journal. This is to be two articles each week.
- 2) Articles are to be in relation to the Public Listed Company assigned for the major assignment.
- 3) In your assessment you are to discuss how this will affect the business and what strategy you would recommend to the Executive Management Team.

LATE JOURNALS WILL BE ACCEPTED. HOWEVER YOU WILL LOSE 5 MARKS FOR EACH DAY THAT IT IS LATE. NO JOURNALS WILL BE ACCEPTED AFTER 1 WEEK.

3. Assessment Task THREE: Strategic Analysis Report.

Due Date: Week 9

Mark: 25%

You are to prepare a Strategic Analysis Report on the assigned Public Listed Company. This Report is to consider all aspects of the company's operation with a final recommendation to the Board to either buy or sell shares in the Public Entity.

Your Report and Recommendation is to be published and presented to an Investment Board for approval.

ASSIGNMENT CRITERIA:

- 1) You are to demonstrate a high degree of research and analysis.
- 2) Your recommendations need to be based on commercial criteria such as tenure of the Senior Management and Key Executives, potential issues, share value, company history, etc.
- 3) Product/Service offerings
- 4) Competition
- 5) Future Projections and Contingencies

REPORT

The Report is to be a maximum of 10 A4 typed pages.

PRESENTATION

This is a board presentation and needs to be approached as such. You will need to consider how you present and all team members are to present throughout the session. Each Presentation goes for 25 minutes. This will be a 15 minute presentation and 10 minutes for questions.

4. Assessment Task FOUR: FINAL Examination

The FINAL EXAM will be held on Wednesday 6th June 2007.

There will be a two hour examination that is worth **50% of the assessment** for the course. ***You must obtain a pass (50% or greater) in this examination, regardless of the marks you achieve in the assignment, to pass the subject.***

All students are expected to sit for the final examination at the scheduled time.

The exam will consist of

5 Short Answer Questions Total 50 marks.

In the final exam you are to demonstrate a blend of theoretical understanding and practical commercial application of the theories learnt.

General Course Notes

Assignment Assessment Requirements

- All assignments are to be typed in a Arial Narrow 12-point font, double-spaced with 2.5-cm margins.
- Your assignments will be marked according to the following criteria:
 - Expression (spelling, syntax, grammar)
 - Description (accurate, coherent, unambiguous)
 - Argument (valid, logical, reasonable)
 - Relevance (with respect to the set topic)
 - Research (effective use of relevant literature)
- Assignments are to be submitted with the name of the subject and the assignment on the front cover. **Your name(s) and SID(s) are to be clearly identified on the front cover of each assignment.**
- Staple your assignment in the top left-hand corner. **Do not put the report in a binder or individual pages in separate plastic holders** – you will not get the binder or plastic sleeve back and they may not be marked or you may not get comments on your assignment. Make sure that your name and SID are clearly legible without opening the report.
- INDIVIDUAL CASE STUDY ASSIGNMENTS – Late assignments WILL NOT be accepted. You are to submit the assignment in class or via email. Emailed assignments will receive and acknowledgment of receipt. HOWEVER emailed assignments are to be received by Close of Business two days prior to class (IE: Wednesday 5.00pm).
- GROUP ASSIGNMENT – the Group Assignment is to be emailed to me in a MS Word document format. It is to be received by close of business Wednesday 11th October 2006 (IE: 5.00pm Wednesday 11th October). Any assignment received after the due date will lose 10 marks. No assignments will be accepted after Friday 13th October when the hard copy is to be submitted in class. If your group fails to achieve both tasks, you will receive a Fail grade.
- Extensions of time for the submission of assignments will be granted only in special circumstances. Applications for such extension must be made in writing to Lawrence Potter, at least three (3) days before the submission date, and must include appropriate evidence to support your application. There are two possible grounds for seeking an extension (a) illness and (b) misadventure (that is, circumstances beyond the student's control, not pressure of accumulated assignments). Late assignments will be penalised, however, this does not apply when an extension of time has been granted.

- It should be noted that under no circumstances will any late assignments be accepted for grading after examined assignments have been returned to students.
- Lost assignments: All students must keep a copy of their assignment in case the submitted copy is mislaid.
- All sources must be referenced.
- If you wish to appeal against your assignment grade, you must first contact the original marker within one week of the marked assignment being returned.
- Remember the assignment must be your own work. Plagiarism is a serious offence.

The University Examination period in the Second Half Year 2006 is from 4th November – 15th November 2006.

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.)

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, which 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/MQUonly/Issues/Guidelines2003.doc> or
<http://www.mq.edu.au/senate/MQUonly/Issues/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>.

[Individual Unit Convenors may wish to add Unit/ Division specific support e.g. ERIC Room, PAL, TEPIT Centre, ELS Student Support Officers.]