



International College of Management Sydney

In association with

MACQUARIE
UNIVERSITY



FACULTY OF
BUSINESS AND ECONOMICS

ICMS 822
Strategic Intelligence

Semester 2, 2010

**MACQUARIE UNIVERSITY
FACULTY OF BUSIENSS AND ECONOMICS
UNIT OUTLINE – ICMS 822 Strategic Intelligence**

Unit convenor: Lawrence Potter (lawrencep@incitemg.com.au)

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

This subject provides students with the opportunity to apply the functional applications of business strategy in the broader commercial environment. Students will build on the general business skills including, sales, marketing, finance, market research, consumer behaviour, marketing communications and business management. The subject culminates in a Group Project and Presentation on an existing commercial enterprise.

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.

CLASSES

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 an individual Journal.
- Complete a SI Business Report.
- Complete the Group Assignment.

- Complete a Mid-Course Exam.
- **Peer Assessment in the Group Assignment will determine the weighting of the overall group assignment score for each student.**

REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

Whilst there is NO PRESCRIBED TEXTBOOK, Students are expected to complete the readings contained within the Course Reading Folder located within the ICMS Course Page on Blackboard. There will be weekly readings for discussion in the following week class.

LEARNING OBJECTIVES AND OUTCOMES

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

- (1) Critically analyse business environments both external to the organisation and within the company;
- (2) Gain knowledge of the process by which organisations can develop a strategic initiatives and sustainable competitive advantage;
- (3) Assess business strategies from the standpoint of growth, market share, positioning and profitability; and within the context of the market environment; and
- (4) Develop management decisions based on market intelligence, business information (business intelligence and competitor intelligence) and knowledge management.

The focus is on a strategic approach to the management and development of a company as well as an entrepreneurial approach to strategic choice. 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, and problem-solving skills.

TEACHING AND LEARNING STRATEGY

ALL ASSIGNMENT TASKS ARE COMPULSORY. YOU WILL NEED TO COMPLETE ALL FOUR ASSESSMENT TASKS TO SATISFY THE COURSE REQUIREMENTS

LATE SUBMISSION OF ASSESSMENTS WILL NOT BE ACCEPTED. HARD COPY ONLY OF ASSIGNMENTS WILL BE ACCEPTED UNLESS PRE ARRANGED DUE TO WORK COMMITMENTS.

S2 2010 WEEKLY PROGRAM OF LECTURE TOPICS AND READINGS

WEEK NO. & DATE	TOPIC	READINGS/ ASSIGNMENT DATES
Wk 1 3 rd August	Overview Course Outline - Overview Strategic Intelligence	Weekly Readings – SI and BI
Wk 2 10 th August	Strategic Intelligence Business Intelligence - SI and BI Readings	Weekly Readings – CI and KM
Wk 3 17 th August	Competitive Intelligence Knowledge Management - CI and KM Readings	Weekly Readings - CI Assessment 1 – Journal DUE
Wk 4 24 th August	MI Application Workshop Ramak Salamat & Vicky Sharp	
Wk 5 31 st August	MI Application Workshop Presentation Ramak Salamat & Vicky Sharp	
Wk 6 7 th September	CONSULT SESSION for Group Project	
Wk 7 14 th September	Workshop – BI/CI	
Wk 8 5 th October	CONSULT SESSION for Group Project Course Snapshot – Key Learning's	Assessment 3 – QANTAS Report DUE
Wk 9 12 th October	Examination – Mid Course Exam (2 hours)	
Wk 10 19 th October	Workshop – MI/KM	
Wk 11 26 th October	CONSULT SESSION for Group Project	
Wk 12 2 nd November	GROUP ASSIGNMENT Presentations	Assessment 5 – Tourism Authority Report DUE
Wk 13 9 th November	GROUP ASSIGNMENT Presentations	

RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES

All assignment tasks are compulsory. You will need to complete **ALL FIVE** Assessment tasks to satisfy the course requirements.

Assessment Task	Due Date	Mark
Assessment 1 – SI Journal (Individual)	Week 3	5%
Assessment 2 – Group MI Presentation	Week 5	10%
Assessment 3 – Business Evaluation (Individual)	Week 8	20%
Assessment 4 – Mid Course Exam	Week 9	25%
Assessment 5 – Group Presentation and Marketing Plan	Week 12	40%

ASSESSMENT TASK ONE: JOURNAL (INDIVIDUAL)

Due Date: Week 3

Mark: 5%

Paper Length Maximum – 4 Typed A4 Pages (IE: 1 Page per Article)

ASSIGNMENT CRITERIA:

- 1) 4 Articles are to be submitted as part of this Journal. This is to be two articles each week from current Press. Articles to be attached to the Journal
- 2) In your assessment you are to detail:
 - a. How this situation will affect the business;
 - b. Identify the SI Impact points (Business Intelligence, Competitor Intelligence, Knowledge Management, Market Intelligence)
 - c. What your Recommendations are; and
 - d. Why these recommendations are relevant.

Assessment will be based on your ability to demonstrate a line of thought in regards to cause and effect and rationale as to what and why certain actions will be more appropriate than others.

ALL REPORTS are to be submitted in class and NO EMAIL submissions will be accepted unless pre-arranged and agreed due to work commitments.

ASSESSMENT TASK THREE: QANTAS EVALUATION (INDIVIDUAL)

Due Date: Week 7

Mark: 25%

Paper Length Maximum – 10 Typed A4 Pages

You are to prepare a Strategic Intelligence Report on QANTAS and from research and current available data; you are to comment on current issues (citing research gathered) and make recommendations along the four SI streams.

ASSIGNMENT CRITERIA:

- 1) You are to demonstrate a high degree of research and analysis.
- 2) Your recommendations need to be based on commercial criteria and cover ALL aspects of SI.

LATE REPORTS WILL NOT BE ACCEPTED.

You are to clearly demonstrate and apply a blend between theoretical knowledge and real life application, it is important to clarify what you would do, why that is appropriate, and what are the potential commercial implications of your strategy.

Your Report is to cover the following:

- Identify the key market facts (Size, Trend, Current Issues, Impacting Forces – Govt regulations);
- Detail and evaluate the role that the key SI elements play in the operation and management of QANTAS;
- Make one strategic recommendation for each SI Element to improve the performance of QANTAS; and
- WHAT you think the impact may be and whether this is relevant?

REPORT

The Report is to be a maximum of 10 A4 typed pages (excluding cover sheet and appendices).

ASSESSMENT TASK FIVE: MARKETING PLAN AND PRESENTATION.(GROUP)

REPORT DUE DATE: Week 12
 GROUP PRESENTATIONS: Weeks 12 and 13
 MARK: 40% (subject to Peer Assessment)

ASSIGNMENT LIMIT: MAXIMUM 15 Pages - excludes cover page, table of contents and appendices.

This is a group assignment and your final mark will be determined based on peer assessment. That is if the Group receives 15/20 (75%) for the Assignment and 8/10 (80%) for the Presentation and the Student receives a 3/5 (60%) Peer Assessment, they will receive 9 for the Assignment and 4.8 for the Presentation a total of 13.8.

A Peer Assessment Form will be provided for completion by every team member.

Assessment Weightings:

- 1) Group Report – 80% (Due Date: Week 11)
- 2) Group Presentation – 20% (Presentation Dates: Weeks 12 and 13)

You are to prepare a Strategic Report and Recommendation for the Tourism Body. This Report is to consider all aspects of the Organisations operation and most importantly the current community issues that will impact on tourism over the next decade.

Australian Tourism Bodies:

New South Wales: www.visitnsw.com
 Tasmania: www.discovertasmania.com
 South Australia: www.southaustralia.com
 Northern Territory: www.tourismnt.com.au
 Victoria: www.tourismvictoria.com
 Queensland: www.qtic.com.au

ASSIGNMENT CRITERIA:

- 1) You are to undertake and demonstrate a research and analysis on the assigned Peak Tourism Body.

- 2) Business Intelligence – what are the most relevant issues to be known about the Peak Body's Tourism Initiatives, what issues are currently affecting it or likely to affect it;
- 3) Competitive Intelligence – who is the competition (direct and indirect); what is happening in the market;
- 4) Knowledge Management – what form of policies and processes does the company use to manage its Knowledge base and gather information;
- 5) Product/Service offerings – what does the company actually sell and where;
- 6) Identify potential future issues; and
- 7) Make commercially relevant and supported recommendations.

REPORT

The Report is to be a **maximum of 15 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 40 minutes. This will be a 30 minute presentation and 10 minutes for questions.

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.

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/ Faculty specific support eg ERIC Room, PAL, TEPIT Centre, ELS Student Support Officers.]