

MACQUARIE
UNIVERSITY



FACULTY OF
BUSINESS AND ECONOMICS

BUS845
Strategic Management

Semester 1, 2012

Department of Marketing and Management

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

Year and Semester: Semester 1, 2012

Unit convenor: A/Prof Peter McGraw

Lecturer Dr Steven Sommer

**Prerequisites: 4cp in ACCG, ACST, BUS, ECON
or MKTG units at 600 level or above**

Credit points: 4

Students in this unit should read this unit guide 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

Strategy is concerned with the long term direction of an organisation. This unit explores corporate-level strategy, business-level strategy, and strategic congruence – the fit between an organisation, its components, and its environment. These are fundamental drivers for an organisation's success.

This unit will provide students with models, tools, and techniques to evaluate an organisation's or a business' strategic position, and hence to develop appropriate strategic choices. A list of topics can be found at the end of this document.

While senior managers, entrepreneurs, and strategic consultants are those that are most concerned with an organisations strategy, it is important for all professionals to have an understanding of strategy. This will allow them to make better workplace decisions, to better win support for their initiatives, and to improve their chances of gaining appropriate employment.

The unit is essentially qualitative and makes extensive use of case studies.

TEACHING STAFF

Lecturer: Dr Steven Sommer

Dr Steven Sommer has held a number of senior management roles within leading global technology organisations. He has worked at both Australian and international companies including Cisco, Microsoft, Oracle, and IBM. He has created and led high performance groups within a range of professional services areas including research and development, consulting, and customer support.

Email: steven.sommer@mq.edu.au

CONTACTING STAFF

Students are encouraged to seek help from a staff member teaching this unit during their regular consultation hours. In special circumstances, an appointment may be made outside regular consultation hours.

Consultation Hours: Tuesday 6-7pm in Y3A 212 (i.e. immediately following class)

The best way to contact staff (other than during class or during the consultation hour) is by email. However, staff will not conduct consultations by email. Students experiencing significant difficulties with any topic in the unit should seek assistance immediately.

CLASSES

There will be a single three hour class each week for the 13 weeks of the semester. Generally, these will consist of a mix of interactive lecture, case studies, and tutorials.

Students should attend all classes. A significant portion of the learning comes from the case study analysis and discussion performed in class. This is not available elsewhere. Students also need to be present for the in-class assessments to receive a non-zero mark.

The topics covered in each week are listed in the table at the end of this unit outline.

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

Lecture slides will be made available on the unit website prior to the lecture.

REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

The following text is required for the unit. It should be available from the Macquarie University Co-op Bookshop, the Macquarie Library, or on-line purchase.

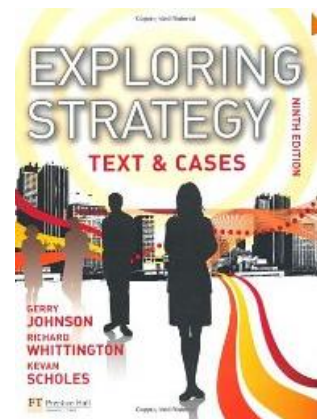
Exploring Strategy Text & Cases, 9th Edition
Gerry Johnson, Richard Whittington, and Kevan Scholes

ISBN-10: 0273737023

ISBN-13: 9780273737025

Publisher: Pearson Education ESL

Copyright: 2011



TECHNOLOGY USED AND REQUIRED

Students will need access to the web, and word processing software.

UNIT WEB SITE

Course material is available on the learning management system (iLearn - <http://ilearn.mq.edu.au>).

Consult the unit web site frequently. It will be the primary form of providing students with information, outside of class time.

LEARNING OUTCOMES

The learning outcomes of this unit are:

1. To understand the nature and scope of the strategic management process and of the different strategic approaches available to an organisation
2. To evaluate an organisation, its strategy, and its environment in terms of congruence or strategic fit.
3. To apply the key strategic management tools and models
4. To perform an internal and an external strategic analysis
5. To determine and evaluate an appropriate strategic response from the analysis
6. To apply game theory concepts in a competitive analysis.

GRADUATE CAPABILITIES

In addition to the discipline-based learning objectives, all academic programs at Macquarie seek to develop the capabilities the University's graduates will need to develop to address the challenges, and to be effective, engaged participants in their world.

This unit contributes to this by developing the following graduate capabilities:

- 1 Discipline Specific Knowledge and Skills
- 2 Critical, Analytical and Integrative Thinking
- 3 Problem Solving and Research Capability
- 4 Creative and Innovative
- 5 Effective Communication
- 6 Engaged and Ethical Local and Global citizens

LEARNING AND TEACHING ACTIVITIES

This unit will be taught using a variety of methodologies. Approximately half each 3 hour block will be an interactive lecture. The remainder will include small group discussions, group case study analysis, student presentation, simulation and role-play, and games, depending on the week's topic.

Outside of the 3 hour block students will learn from the assessment tasks, self-study activities, and readings.

Students are expected to prepare for each class by reading the assigned reading, and to read and prepare assigned case studies.

The week-by-week list of the topics to be covered and the assigned readings are listed at the end of this guide.

RESEARCH AND PRACTICE

This unit uses research from external sources.

RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES

There are four assessment tasks in this unit. They are summarised in the table below. Additional details for each assessment task will be provided in class.

Early Case Study

The early case study will be handed out in week 2. It will consist of a case and a few questions relating to the case. Students will submit a short report which addresses the case questions by applying some of the concepts introduced in weeks 1 and 2. The report must not exceed 2 pages. The report should be submitted in week 3.

Group Assignment

The group assignment will be completed by groups of approximately 4 students. The assignment will be based on a detailed case analysis and will include the application of many of the concepts covered in lectures. It will require extensive collaboration between group members. The assessment submission will be in the form of: (1) a moderate sized detailed written report and; (2) a short presentation of the key findings to the class. In week 13, all students will be required to submit a peer assessment. These will be used to moderate marks within the group.

	Assessment Task 1	Assessment Task 2	Assessment Task 3	Assessment Task 4
Title/Name	Early Case	Class Test	Group Assignment	Final Exam
Description (including length or similar as applicable)	A short case study report	In class exam covering weeks 1-6. Semi-closed book.	A complex group case study report and presentation.	A final exam covering all weeks. Semi-closed book.
Due date	Tue Mar 13 th at 3:00pm (Week 3)	Tue April 24 th at 3:10pm (Week 7)	Part(a): Tue May 29 th at 3:00pm Part(b): In class on Tue Jun 5 th (Weeks 12 & 13)	Exam Period
% Weighting	5%	30%	30% Group report (25%) Presentation (5%)	35%
Grading method - marking criteria/ standards - expectations in relation to presentation - referencing requirements	Graded by lecturer against marking criteria	Graded by lecturer against marking criteria	Graded by lecturer against marking criteria	Graded by lecturer against marking criteria
Submission method	Electronically via Turn-it-in and in class in hardcopy	In Class Test	Part(a): Electronically via Turn-it-in and in class in hardcopy Part(b): In Class Presentation	Exam Period Exam
Feedback (type, method, date)	Individual feedback, Week 4	Test Mark, Class Feedback Week 8 or 9	Group and Class Feedback, Week 13	Exam Mark
Estimated student workload (hours)	4 hours	26 hours	24 hours	32 hours
Learning outcomes assessed				
1		X	X	X
2	?	X	X	?
3	X	X	X	X
4	X	X	X	X
5		?	X	X
6			?	X
Graduate capabilities				
1	X	X	X	X
2	X	X	X	X
3		X	X	X
4			X	
5	X	X	X	X
6			?	X

X' indicates that the item will most likely be covered. '?' indicates that it may be covered.

Submission Guidelines (for Early Case Study and Group Assignment)

Assignments are due at the beginning of class. If the assignment is handed in after the start of the class it will be marked as a late submission.

Assignments must be submitted in hard-copy form and electronically via Turn-it-in. An assignment will only be considered as submitted when both versions have been submitted. The submission time will be the later of the two submission times. Hence, the electronic submission must be made before class. Should electronic submission problems occur, students should contact the unit coordinator as soon as possible.

Quoted material must appear in **double** quotation marks.

Students must comply with all relevant Faculty policies and procedures e.g. those relating to special consideration, extensions, appeals, academic honesty, and plagiarism.

The *Harvard referencing style* should be used in all assessments in this unit. Details of this style can be found at http://www.library.uq.edu.au/training/citation/harvard_6.pdf

Extensions

If there are exceptional circumstances, students may apply for special consideration through the formal university process (see “special consideration” section below). Extensions cannot be granted beyond seven days, as at that time the assignment will be discussed in class.

Late Submissions

The end-date for submissions of late assignments is **one week** after the due date. No assignments will be accepted for marking after that date. Late submissions will be penalised by 10% of the value of the assessment for each day (or part of a day) overdue. For example, an assessment marked out of 20 that is submitted 1 day and 4 hours late, will receive 4 marks (20%) less than it would have if it had been submitted on time.

Examinations

Examinations are 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.

Class Test

The class test will be held in the class in week 7 (after the semester break). It will be 2 hours long (with 10 minutes reading time). It will be in the form of a semi-closed-book examination. The exam has the same format as a closed book exam with the exception that students will be allowed to bring into the exam a single handwritten sheet of A4 paper containing whatever information they wish. Both sides of the sheet may be written on. Students may not keep the sheet after the exam - it must be submitted with the exam answer sheet. However, they are free to make a copy of the sheet before the exam for their own records. The sheet will not be marked and need not be in English.

The exam will include a case study component. The case study will be distributed before the examination, but not the questions. Students are permitted to study and analyse the case in groups before the exam. The case questions are then provided in the examination and are answered on an individual basis. Beware that a common failing of students for these types of questions is to overwhelm themselves with prior analysis, and simply replicate their notes, failing to answer the questions posed on the examination paper.

The exam will also include short and long answer questions that do not relate to the case. The exam will not contain multiple choice questions.

The material from weeks 1 to 6 will be examinable. Further details of the format and expectations regarding the examination will be provided in lectures.

Final Examination

The final exam will be two and a half hours long (with 10 minutes reading time) during the University Examination period. This is also a semi-closed-book examination with a similar format to the class test. It will also have a case study component. All of the material in the unit will be examinable but the majority of questions will focus on the material covered after week 7. Further details of the format and expectations regarding the examination will be provided in lectures.

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. Please refer to <http://www.exams.mq.edu.au/>

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 apply 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

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.businessandeconomics.mq.edu.au/new_and_current_students/undergraduate_current_students/how_do_i/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/policy.html

STUDENT SUPPORT SERVICES

Macquarie University provides a range of Academic Support Services. Details of these and other services for students 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 using 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 units 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.

WEEKLY CURRICULUM

Week	Topic Name	Pre Reading: Chapters and sections are from the text
	<i>Assessment Tasks</i>	
1 Feb 28 th	Introductions Who, Why, What, Overview, Lenses	Chapter 1
2 Mar 6 th	Strategic Fit Congruence Model, Evaluating Strategy, Environment (1) – PESTEL <i>Early Assessment Task Given</i>	Sections 11.4, 11.3.1, 11.3.2, 2.1, 2.2,
3 Mar 13 th	Organisational Environment Industry Analysis, Five Forces, Industry Life Cycle, Strategic Groups, Opportunities and Threats <i>(1) Early Assessment Task Due</i>	Sections 2.3, 2.4, 2.5
4 Mar 20 th	Resources and Capabilities Resource based view, sustainable competitive advantage, value chain, SWOT	Chapter 3
5 Mar 27 th	Organisational Culture and History	Chapter 5, Section 13.3.2
6 Apr 3 rd	Inside the Organisation Organisational Purpose, Structure, Systems, and Design	Sections 4.1, 4.2, 13.1, 13.2, 13.3.3, 13.5
	<i>Semester break</i>	
7 Apr 24 th	No Lecture <i>(2) Class Test</i>	
8 May 1 st	Ethics and Governance	Sections 4.3-4.5
9 May 8 th	Business Strategies (1) Strategic Business Units, Competitive Strategies, Porters 'Generic' Strategies	Sections 6.1-6.3
10 May 15 th	Business Strategies (2) Interactive Strategies, Cooperation, Game Theory	Sections 6.4, 11.2.4
11 May 22 nd	Corporate Strategies (1) Scope, Diversification, Parenting, Portfolios	Chapter 7
12 May 29 th	Corporate Strategies (2) Mergers Acquisitions, and Alliances <i>(3a) Group Report Due</i>	Chapter 10
13 Jun 5 th	Review <i>(3b) Group Presentations in Class</i>	