College of Commerce
Division of Economic and Financial Studies
Business Department

BBA 311:
STRATEGIC MANAGEMENT II

UNIT OUTLINE
Semester 2, 2005

Lectures: Thursday, 4-6pm, C5C T1
          Friday, 9-11am, E6A 131

Unit Convenor: Associate Professor Marc Jones

Prerequisite: BBA301

Students in this unit should read the Unit Outline carefully at the beginning of the Semester. It contains important information about the unit. If anything in it is unclear, please consult the Unit Convenor.
BBA 311: STRATEGIC MANAGEMENT 2
TERM 2 2005

Lecturer: Associate Professor Marc Jones (9850-8453; ‘marc.jones@efs.mq.edu.au’)

Course Description
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.

Course Objectives
Through the development of various conceptual models and frameworks, students will become proficient at analyzing a firm’s relative strengths and weaknesses, the threats and opportunities in its external environment, and the key issues that influence how and where the firm should grow. Case analysis will be used extensively to link concepts and frameworks to real-world examples. Group work will engage students in the challenges of interpersonal communication, task allocation, coordination and control.

Course Text

Note: various readings will also be placed on Reserve in ERIC over the course of the semester.

Course Assessment
Group Project 20%
Midterm Exams 30%
Final Exam 50%

Note: students must Pass the final exam (>49%) to pass course
Provisional Outline of Topics, Readings, and Assignments

Week 1 – Introduction to Corporate-level Strategy

Week 2 – Corporate Strategy I: Managing Growth (Chap. 2[review], 15

Week 3 – Corporate Strategy II: Synergy and M&A Analysis (Chap. 8)

Week 4 – Corporate Strategy III: Parenting (Chap. 9)

Week 5 – Corporate Strategy IV: Restructuring and Downsizing (Chap. 14)

Week 6 – Midterm Exam I

Week 7 – Alliances

Week 8 – Networks

Week 9 – Strategy Implementation I: Strategy and Structure (Chap. 11 & 13)

Week 10 – Strategy Implementation II: Corporate and Internal Governance

Week 11 – Strategy Implementation III: Control (Chap. 12)

Week 12 – Midterm Exam II

Week 13 – Review

Group Project Due

Examinations

The University examination period in Second Half Year 2005 is from 16 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/APSCons.pdf](http://www.reg.mq.edu.au/Forms/APSCons.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.
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, that 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/](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

**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](http://www.student.mq.edu.au).