MACQUARIE UNIVERSITY
FACULTY OF BUSINESS AND ECONOMICS
UNIT GUIDE

Year and Semester: 2011 Semester 2
Unit convenor: Dr. Gordon Brooks
Prerequisites/ Corequisites: Admission to BBA and MKTG 101 and (ACCG 200 or ACCG 253)
Credit points: 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

- Lecturer In Charge/Tutor: Debbie Howlett
  Email: deborah.howlett@mq.edu.au
- Lecturer/ Tutor: Dr. Joe McIvor
  Email: joseph.mcivor@mq.edu.au
• Tutors: Brett White
  Email: brett.white@mq.edu.au
  Julian Yim
  Email: julian.yim@mq.edu.au

CONSULTATION TIMES

• Consultation time with Debbie: Mondays 2pm – 3pm and Fridays 2-3 pm. Please email first to confirm time and location
• Consultation time with tutor: 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.**
• 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/](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 8 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, 6, 7, 10, 11, 12 and 13. Compulsory tutorials include: Weeks 2, 3, 6, 7, 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. **Changes cannot be made after week three.** Changes must be first agreed to by the Lecturer in Charge via email.

• 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 **MUST** complete a peer assessment, on the contribution of group members in the group organisational project in **week 13**.

• The lecturer has the final say in the adjustment of group-work marks taking into account peer assessment ratings.

**REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS**


**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 ilearn

UNIT WEB PAGE

The web page for this unit can be found at: http://ilearn.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, 2, 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

**LEARNING AND TEACHING ACTIVITIES**

- 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 contribute to and attend all group meetings.

The topics to be covered each week are as follows:

**Session 1: week commencing 27th February**

Introduction to Strategic Management
- Discussion of course assessments and peer assessment
- Read: Chapter 1

**Session 2: week commencing 5th March**

Strategic Direction: Vision, Mission & Goals
- Read: Chapter 2
- Preparing for Case Discussion / analysis (in tutorials)
- Group and organisational choice finalisation (in tutorials)

**Session 3: week commencing 12th March**

External Analysis
- Read: Chapter 3
Case Study Analysis (in tutorial)

Session 4: week commencing 19th March
Internal Analysis
✓ Read: Chapter 4
✓ Case Study Analysis (in tutorial)

Session 5: week commencing 26th March
Analysing Business Strategy
✓ Read: Chapter 5
✓ Discussion Questions (in tutorial)

Session 6: week commencing 2nd April
Mid Semester Quiz
✓ DVD and discussion (in tutorial)

------------------- RECESS (two week break) --------------------

Session 7: week commencing 23rd April
Business Strategy for Dynamic Environments
✓ Read Chapter 6
✓ Discussion and update of Group Project (in tutorial)

Session 8: week commencing 30th April
Analysing Corporate Strategy
✓ Read Chapter 7
✓ Case study analysis (in tutorial)

Session 9: week commencing 7th May
Strategic Implementation & Corporate Structure
✓ Read: Chapter 11
✓ Discussion Questions (in tutorial)

Session 10: week commencing 14th May
Game Theory and Competitor Analysis
✓ Read Chapter 8 (Hubbard)
✓ Case Study Analysis (in tutorial)

Session 11: week commencing 21st May
Resource Based View of the Firm
✓ Reading
✓ Finalise group presentation order (in tutorial)
✓ Reiterate presentation guidelines (in tutorial)
✓ DVD and Discussion (in tutorial)

Session 12: week commencing 28th May
Measuring Strategic Organisational Performance
✓ Reading
✓ Group presentations (in tutorial)

**Session 13: week commencing 4th June**
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:

<table>
<thead>
<tr>
<th>Class Test</th>
<th>Group Case Study Presentation</th>
<th>Group Case Study Report</th>
<th>Final exam</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description</strong></td>
<td>The test is 40 minutes held during lecture. Multiple choice quiz (based on all material covered in weeks 1-5) and one short answer question.</td>
<td>Each group will present on the organisation they have analysed. Presentation is for 15 minutes, followed by 5 minutes of class questions or interactions.</td>
<td>This report is made up of presentation (10%) and write-up (20%). Each group is required to prepare a case study report on an organisation using analytical tools.</td>
</tr>
<tr>
<td><strong>Due date</strong></td>
<td>Session 6 Lecture. Please be seated 5 minutes before class. A copy of the Power point presentation is due before the presentation.</td>
<td>The presentations will be held in tutorials in sessions 12 and 13.</td>
<td>All group reports must be submitted in at beginning of tutorial in session 12.</td>
</tr>
<tr>
<td><strong>Weighting:</strong></td>
<td>30%</td>
<td>10%</td>
<td>20%</td>
</tr>
<tr>
<td><strong>Grading Method:</strong></td>
<td>This is an early-waarning test to see if you have been studying.</td>
<td>Students are expected to (1) analyse the case study with respect.</td>
<td>The write up is a formal report of the presentation. It allows the group to</td>
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<td>to strategic management; (2) make the presentation as interesting by as possible. See a document called “Assessment criteria” on ilearn for more details.</td>
<td>communicate all areas of analysis including that which was not possible during the presentation. See a document called “Assessment criteria” on ilearn for more details.</td>
<td></td>
</tr>
</tbody>
</table>

**Submission method**
- In class to Lecturer
- In class to tutor
- In class to tutor
- n/a

**Feedback**
- Marks posted on ilearn 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.
- n/a

**Estimated student workload (hours)**
- 20 hours
- 7 hours
- 30 hours
- 30 hours

**Learning outcomes assessed:**
- 1 and 3
- 4
- 1, 2, 3 and 4
- 1, 2, 4 and 5

**Graduate capabilities**
- 1 and 4
- 1, 2 and 4
- 1, 2, 4 and 7
- 1, 2, 4 and 7
• Students may only sit for the test once in your enrolled lecture. 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 class test 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.

• Students must attend at least 8 of the 12 tutorials – failure to do so will lead to major deduction of group-work contribution.

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.

The University Examination period in First Half Year 2012 is from 12 June to 29 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://exams.mq.edu.au](http://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 consider applying for Special Consideration. Information about unavoidable disruption and the special consideration process is available at
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

### 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
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/for/new_and_current_students/undergraduate_current_students/how_do_i/grade_appeals

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

Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at http://www.student.mq.edu.au.

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.