

MACQUARIE
UNIVERSITY



FACULTY OF
BUSINESS AND ECONOMICS

Unit Code: BBA 301/BBA 350
Strategic Management 1

Semester 2, 2009

Department of Business

MACQUARIE UNIVERSITY
Faculty of Business and Economics
UNIT OUTLINE

Year and Semester: Semester 2, 2009

Unit convenor: Stephane Bignoux

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.

TEACHING STAFF

Lecturer: Stephane Bignoux Email: sbignoux@efs.mq.edu.au

CLASSES

Monday: 13.00pm – 16.00pm Location E6A 133

The format for the sessions will be two hours of lectures followed by a one hour tutorial, although this break down may vary from week to week.

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

CONSULTATION

Stephane Bignoux is generally available for consultation with students on Thursdays between 3pm - 5pm (other times by arrangement). This will take place in E4A on level 6 in the Dept of Business area. Students are advised that it is a requirement to first notify the lecturer by email to arrange such a consultation and time, date and place will be verified by return email.

REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

Prescribed Text: Hill, C.W.L., Jones, G.R., Galvin, P & Haidar, A. (2007). *Strategic Management: An Integrated Approach* (2nd Australasian Edition) Melbourne: Wiley.

Note: Students are required to read the daily newspapers prior to lecture each week, especially the Business sections i.e. The Australian; The Sydney Morning Herald; The Financial Review etc.

UNIT WEB PAGE

The web page for this unit can be accessed via the “login” button on <http://learn.mq.edu.au>

LEARNING OBJECTIVES AND OUTCOMES

At the completion of this subject students should demonstrate their ability to:

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

In addition to the discipline-based learning objectives, all academic programs at Macquarie seek to develop students’ generic skills in a range of areas. One of the aims of this unit is that students develop their skills in the following:

- Communication skills;
- Critical analysis skills;
- Problem-solving skills;
- Creative thinking skills.

BBA 301/350 Strategic Management 1

2009 Lecture Schedule

Week starting:	Topic:	Textbook References and Seminar Materials:
Week 1	<p>An Introduction to Strategic Management</p> <ul style="list-style-type: none"> • Course overview • Housekeeping 	
Week 2	<p>Corporate Mission, Stakeholders etc</p> <ul style="list-style-type: none"> • Corporate governance • Strategy and ethics 	<p>Chapter 2</p> <p>Seminar - Small group exercise: Q1-3 P 56 of text</p>
Week 3	<p>External Analysis</p> <ul style="list-style-type: none"> • Analysing industry structure 	<p>Chapter 3</p> <p>Seminar: Case Study – Cooroy Mountain (C16-text)</p>
Week 4	<p>Internal Analysis</p> <ul style="list-style-type: none"> • Competitive Advantage • Why do companies fail 	<p>Chapter 4</p> <p>Seminar Case Study Qantas (text C23)</p>
Week 5	<p>Generic Strategies</p> <ul style="list-style-type: none"> • Cost Leadership • Differentiation 	<p>Chapter 6</p> <p>Seminar Case Study Bank of Queensland (text C51)</p>
Week 6	Innovation and Entrepreneurship	Readings

Week 7	Mid Semester Test in class	No seminar this week
Mid Semester Break	No classes	
Week 8	Game theory and competitor analysis	Readings
Week 9	Entry Strategy	Readings
Week 10	Managing in Different Life Cycle Stages and Portfolio Management <ul style="list-style-type: none"> • Maturity • Emergence 	Chapter 6
Week 11	The Resource based View of the firm <ul style="list-style-type: none"> • A different (internal) view on strategy 	Group Presentations
Week 12	Group Presentations	No Seminars
Week 13	<ul style="list-style-type: none"> • Course Review • Peer Assessment (compulsory) • Unit Evaluations 	

RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES

Through the development of various conceptual models and frameworks, students will become proficient at analysing 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.

Marks will be allocated on the following basis:

Group Case Study Presentation	10%
Group Case Study Written Report	20%
Mid Term Test	10%
Final Exam	60%

Assignments:

Mid term test:

Due: In class in week 7

Value: 10%

Format will be discussed in class in the week prior to the test being conducted. If a student cannot attend the in class test, the lecturer shall be notified prior to the lecture via email directly as to the reason(s) the test cannot be done and proof as to why the non attendance e.g. medical certificate etc will need to be produced. The test will cover all topics that have been covered in weeks 1-6. Students are expected to demonstrate their knowledge and understanding of the topic areas covered.

This assessment task relates to learning objectives 2 & 5 (above)

Group Case Study (written):

Due: Week 13

Value: 20%

Word Limit: 3000 words

You are to form groups of 5-6 students (no more), then notify the lecturer of group member names and student numbers (**no later than week 3**). Each group is required to prepare a case study report on an organization identified by the lecturer. (**Only one group per class can present and research the chosen organization, which will be allocated on a first come first served basis**)

The case study should comprise four broad sections:

1. Analyse the industry using any analytical tools that you think are appropriate.
2. Briefly outline the strategies of a selection of the major competitors in the industry (you choose which competitors to analyse).

3. Outline in more depth the strategy of the target organization.
4. Make a series of recommendations to the board of the company to improve or maintain the strategic position of the company under discussion.

Please Note:

Your Report is to be answered in the following format and will be marked to the following criteria:

1. Written in case study report format
2. Type in 12 size font, one and a half spaced
3. Analysis and interpretation of research material
4. Evidence of extensive research
5. Logical and sound business argument
6. Provide in text referencing and reference list in Harvard format. Using cited references (not textbook)
7. One assignment per group is to be handed in
8. Limited to 3000 words (plus or minus 10%).
9. Ensure proofreading, editing, correct spelling and punctuation is undertaken
10. Use only one side of A4 paper, number every page and staple in top left hand corner of paper. Please do not use individual page folders
11. On front page include all group member names and student numbers with student signatures

Submission: Reports are to be handed in class. Late submission will attract a penalty of 5% of the assignment mark per day, unless discussed with the lecturer in advance. This assessment task relates to learning objectives 1-4 and all the Macquarie University Generic Student Skills

Group Case Study Presentation:

Due: weeks 11 and 12

Value: 10%

Time: 15-20 Minutes

Each group member **MUST** present to the rest of the class and all should be prepared to answer questions from the class/and or lecturer at the conclusion of the presentation. The use of presentation aids is encouraged, but emphasis should be placed on important material researched from the text book case material or from further research undertaken in line with the written report criteria. This assessment task relates to learning objectives 1-4 and all the Macquarie University Generic Student Skills

All group work is peer moderated

In Week 13, the last class, each student will submit a peer evaluation assessment for each member in their group. This will then allow a peer factor to be allocated to the

Group's raw score for each individual student, allowing a dispersion of marks within the same group. This peer factor is kept confidential.

End of Term Examination

Value: 60%

A 3 hour final exam will be held during the University examination period.

You must 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, that is the final day of the official examination period.

This assessment task relates to learning objectives 1-5

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>

CLASSROOM ETIQUETTE

Students are expected to arrive on time, certainly before five minutes past the hour, 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 lectures unless, of course, class participation is required. Mobiles should be turned off during classes; not simply set to "silent".