



COURSE OUTLINE

BUS211 Strategic Management

Course Coordinator: Lisa Daniel (ldaniel@usc.edu.au) School: School of Business and Creative Industries

2021 | Semester 2

USC Sunshine Coast
USC Moreton Bay
USC Fraser Coast

ON CAMPUS

Most of your course is on campus but you may be able to do some components of this course online.

Online

ONLINE

You can do this course without coming onto campus.

Please go to the USC website for up to date information on the teaching sessions and campuses where this course is usually offered.

1. What is this course about?

1.1. Description

This course will provide future managers with an understanding of important strategic management concepts and tools for advanced skills and abilities to contribute to an organisation's strategic development and competitive advantage. Organisations face increasing environmental uncertainty with shortening product and technology life cycles and increasing competition. Managers must understand their industry's structure and context, their firm's external environment as well as having a sound appreciation and knowledge of their business' internal strengths and weaknesses. It is important that managers can think critically and creatively, in assessing the firm's situation, as well as formulating and implementing their strategies to ensure their organisation's success.

1.2. How will this course be delivered?

ACTIVITY	HOURS	BEGINNING WEEK	FREQUENCY
ON CAMPUS			
Tutorial/Workshop 1 – In-class tutorial	2hrs	Week 2	11 times
Lecture – Pre-recorded concept videos and associated activity	1hr	Week 1	12 times
ONLINE 1			
Tutorial/Workshop 1 – Interactive zoom tutorial	2hrs	Week 2	11 times
Lecture – Pre-recorded concept videos and associated activity	1hr	Week 1	12 times

1.3. Course Topics

What key concepts/content will I learn?
Introduction to course
INTRODUCING STRATEGIC MANAGEMENT
<ul style="list-style-type: none">• Key concepts• Position, Choice, Action

<p>MACRO-ENVIRONMENT</p> <ul style="list-style-type: none"> • PESTEL analysis • Key Drivers • Scenarios
<p>INDUSTRY AND COMPETITIVE ENVIRONMENTS</p> <ul style="list-style-type: none"> • Industry analysis • Competitor analysis • Strategic groups • Critical success factors
<p>RESOURCES AND CAPABILITIES</p> <ul style="list-style-type: none"> • Threshold resources and competencies • Dynamic and strategic capabilities • Resource-based view of the firm • Value chain, value systems, VRIO analysis
<p>STAKEHOLDERS AND GOVERNANCE</p> <ul style="list-style-type: none"> • Stakeholder mapping and power • Corporate governance, governance chain • Social responsibility and business ethics
<p>HISTORY AND CULTURE</p> <ul style="list-style-type: none"> • Cultural web • Organisational culture and identity • Path dependency and strategic drift • Legitimacy and organisational fields
<p>BUSINESS STRATEGY</p> <ul style="list-style-type: none"> • Generic business models and competitive advantage • Competitive strategies and hyper-competition • Game theory and cooperative strategies • Value-creation, capture and configuration
<p>CORPORATE STRATEGY</p> <ul style="list-style-type: none"> • Diversification and concentration • Diversification types and options • Integration types and challenges • Portfolio and parenting analysis
<p>ENTREPRENEURSHIP AND INNOVATION</p> <ul style="list-style-type: none"> • Intrapreneurship and initiative • Entrepreneurship and opportunities • Innovation types • Innovation S curve and the stage gate model
<p>STRATEGY EVALUATION AND DEVELOPMENT</p> <ul style="list-style-type: none"> • Effectiveness, efficiency and performance • Gap analysis and evaluation criteria • Deliberate and emergent strategy development
<p>ORGANISING FOR STRATEGIC ADVANTAGE</p> <ul style="list-style-type: none"> • Structure and strategy • Configuration and control • Systems and success
<p>LEADERSHIP AND STRATEGIC CHANGE</p> <ul style="list-style-type: none"> • Leadership styles and change strategies • Assessing types of strategic change • Understanding levers of change • Organisational ambidexterity

2. What level is this course?

200 Level (Developing)

Building on and expanding the scope of introductory knowledge and skills, developing breadth or depth and applying knowledge and skills in a new context. May require pre-requisites where discipline specific introductory knowledge or skills is necessary. Normally, undertaken in the second or third full-time year of an undergraduate programs.

3. What is the unit value of this course?

12 units

4. How does this course contribute to my learning?

COURSE LEARNING OUTCOMES	GRADUATE QUALITIES MAPPING	PROFESSIONAL STANDARD MAPPING
On successful completion of this course, you should be able to...	Completing these tasks successfully will contribute to you becoming...	Association to Advance Collegiate Schools of Business
1 Demonstrate advanced written communication skills in a business context	Engaged	PC1.1 - Written Communication
2 Demonstrate critical and creative thinking to identify and solve business problems and arrive at innovative solutions.	Creative and critical thinker	PC3 - Creative and Critical Thinking
3 Demonstrate capacity and competence in the application of business discipline specific knowledge	Knowledgeable Empowered	PC6 - Career-ready

5. Am I eligible to enrol in this course?

Refer to the [USC Glossary of terms](#) for definitions of “pre-requisites, co-requisites and anti-requisites”.

5.1. Pre-requisites

BUS104

5.2. Co-requisites

Not applicable

5.3. Anti-requisites

Not applicable

5.4. Specific assumed prior knowledge and skills (where applicable)

Not applicable

6. How am I going to be assessed?

6.1. Grading Scale

Standard Grading (GRD)

High Distinction (HD), Distinction (DN), Credit (CR), Pass (PS), Fail (FL).

6.2. Details of early feedback on progress

Formative feedback will be delivered through the discussion of student's answers to module activities in the tutorial workshops. These activities are key to the assessment tasks are students are encouraged to come prepared to share and discuss their answers.

6.3. Assessment tasks

DELIVERY MODE	TASK NO.	ASSESSMENT PRODUCT	INDIVIDUAL OR GROUP	WEIGHTING %	WHAT IS THE DURATION / LENGTH?	WHEN SHOULD I SUBMIT?	WHERE SHOULD I SUBMIT IT?
All	1	Quiz/zes	Individual	30%	1 hour	Week 5	Online Test (Quiz)
All	2	Case Study	Individual	35%	2,000 words	Week 9	Online Assignment Submission with plagiarism check
All	3	Plan	Individual	35%	2,000 words	Week 13	Online Assignment Submission with plagiarism check

All - Assessment Task 1: Quiz

GOAL:	To demonstrate fundamental knowledge of the concepts, theories and models of strategic management.					
PRODUCT:	Quiz/zes					
FORMAT:	<p>This is an individual task to be undertaken online through blackboard.</p> <p>The exam is worth 30% of your total course grade.</p> <p>Further details are provided in the assessment area in Blackboard</p>					
CRITERIA:	<table border="1"> <thead> <tr> <th>No.</th> <th>Learning Outcome assessed</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Demonstrated knowledge of fundamental strategic management concepts. 3</td> </tr> </tbody> </table>	No.	Learning Outcome assessed	1	Demonstrated knowledge of fundamental strategic management concepts. 3	
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All - Assessment Task 2: Strategic Analysis - case study

GOAL:	To demonstrate understanding and application of the concepts and language of strategic management through their use in undertaking a strategic analysis of an SME.													
PRODUCT:	Case Study													
FORMAT:	<p>You are required to undertake a strategic analysis of a small business using the language, concepts and frameworks of this course.</p> <p>You must analyse the firm's position in order to provide explanations which will inform the case study questions. In addition to your explanations, you need to provide clear justification for why your answers are appropriate and reasonable for the firm.</p> <p>Further instructions and resources will be provided on Blackboard.</p>													
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All - Assessment Task 3: Strategic plan

GOAL:	To produce a strategic plan which demonstrates understanding and application of the concepts and tools of strategic management as presented in this course.		
PRODUCT:	Plan		
FORMAT:	You are required to create a strategic plan for a small business. The plan must outline the strategy, the long-term goals, and the policies the firm needs to implemented to achieve them. Your task is to identify a strategy that will deliver effective, socially responsible strategic goals for a business addressing the challenge of climate change. Further instructions and resources will be provided on Blackboard.		
CRITERIA:	No.		Learning Outcome assessed
	1	Appropriate application of relevant strategic management concepts, frameworks and theory in the strategic plan.	3
	2	Creation of plausible goals and the generation of appropriate policy recommendations for competitive advantage in the strategic plan.	2
	3	Use of relevant and course appropriate resources, 10 peer-reviewed academic journal references and Harvard referencing style.	1
	4	Clear written communication, appropriate language, professional presentation with effective structure, style and formatting.	3

7. Directed study hours

A 12-unit course will have total of 150 learning hours which will include directed study hours (including online if required), self-directed learning and completion of assessable tasks. Directed study hours may vary by location. Student workload is calculated at 12.5 learning hours per one unit.

8. What resources do I need to undertake this course?

Please note: Course information, including specific information of recommended readings, learning activities, resources, weekly readings, etc. are available on the course Blackboard site– Please log in as soon as possible.

8.1. Prescribed text(s) or course reader

Please note that you need to have regular access to the resource(s) listed below. Resources may be required or recommended.

REQUIRED?	AUTHOR	YEAR	TITLE	PUBLISHER
Required	Whittington, Regner, Angwin, Johnson, Scholes	2020	Exploring Strategy	Pearson Education Ltd, United Kingdom

8.2. Specific requirements

Students are required to undertake pre-reading of the appropriate textbook chapters and complete the module activities before participating in tutorial workshops.

9. How are risks managed in this course?

Health and safety risks for this course have been assessed as low. It is your responsibility to review course material, search online, discuss with lecturers and peers and understand the health and safety risks associated with your specific course of study and to familiarise yourself with the University's general health and safety principles by reviewing the [online induction training for students](#), and following the instructions of the University staff.

10. What administrative information is relevant to this course?

10.1. Assessment: Academic Integrity

Academic integrity is the ethical standard of university participation. It ensures that students graduate as a result of proving they are competent in their discipline. This is integral in maintaining the value of academic qualifications. Each industry has expectations and standards of the skills and knowledge within that discipline and these are reflected in assessment.

Academic integrity means that you do not engage in any activity that is considered to be academic fraud; including plagiarism, collusion or outsourcing any part of any assessment item to any other person. You are expected to be honest and ethical by completing all work yourself and indicating in your work which ideas and information were developed by you and which were taken from others. You cannot provide your assessment work to others. You are also expected to provide evidence of wide and critical reading, usually by using appropriate academic references.

In order to minimise incidents of academic fraud, this course may require that some of its assessment tasks, when submitted to Blackboard, are electronically checked through SafeAssign. This software allows for text comparisons to be made between your submitted assessment item and all other work that SafeAssign has access to.

10.2. Assessment: Additional Requirements

Eligibility for Supplementary Assessment

Your eligibility for supplementary assessment in a course is dependent of the following conditions applying:

The final mark is in the percentage range 47% to 49.4%

The course is graded using the Standard Grading scale

You have not failed an assessment task in the course due to academic misconduct

10.3. Assessment: Submission penalties

Late submission of assessment tasks may be penalised at the following maximum rate:

- 5% (of the assessment task's identified value) per day for the first two days from the date identified as the due date for the assessment task.

- 10% (of the assessment task's identified value) for the third day - 20% (of the assessment task's identified value) for the fourth day and subsequent days up to and including seven days from the date identified as the due date for the assessment task.

- A result of zero is awarded for an assessment task submitted after seven days from the date identified as the due date for the assessment task. Weekdays and weekends are included in the calculation of days late. To request an extension you must contact your course coordinator to negotiate an outcome.

10.4. Study help

For help with course-specific advice, for example what information to include in your assessment, you should first contact your tutor, then your course coordinator, if needed.

If you require additional assistance, the Learning Advisers are trained professionals who are ready to help you develop a wide range of academic skills. Visit the [Learning Advisers](#) web page for more information, or contact Student Central for further assistance: +61 7 5430 2890 or studentcentral@usc.edu.au.

10.5. Wellbeing Services

Student Wellbeing provide free and confidential counselling on a wide range of personal, academic, social and psychological matters, to foster positive mental health and wellbeing for your academic success.

To book a confidential appointment go to [Student Hub](#), email studentwellbeing@usc.edu.au or call 07 5430 1226.

10.6. AccessAbility Services

Ability Advisers ensure equal access to all aspects of university life. If your studies are affected by a disability, learning disorder mental health issue, injury or illness, or you are a primary carer for someone with a disability or who is considered frail and aged, [AccessAbility Services](#) can provide access to appropriate reasonable adjustments and practical advice about the support and facilities available to you throughout the University.

To book a confidential appointment go to [Student Hub](#), email AccessAbility@usc.edu.au or call 07 5430 2890.

10.7. Links to relevant University policy and procedures

For more information on Academic Learning & Teaching categories including:

- Assessment: Courses and Coursework Programs
- Review of Assessment and Final Grades
- Supplementary Assessment
- Administration of Central Examinations
- Deferred Examinations
- Student Academic Misconduct
- Students with a Disability

Visit the USC website: <http://www.usc.edu.au/explore/policies-and-procedures#academic-learning-and-teaching>

10.8. General Enquiries

In person:

- **USC Sunshine Coast** - Student Central, Ground Floor, Building C, 90 Sippy Downs Drive, Sippy Downs
- **USC Moreton Bay** - Service Centre, Ground Floor, Foundation Building, Gympie Road, Petrie
- **USC SouthBank** - Student Central, Building A4 (SW1), 52 Merivale Street, South Brisbane
- **USC Gympie** - Student Central, 71 Cartwright Road, Gympie
- **USC Fraser Coast** - Student Central, Student Central, Building A, 161 Old Maryborough Rd, Hervey Bay
- **USC Caboolture** - Student Central, Level 1 Building J, Cnr Manley and Tallon Street, Caboolture

Tel: +61 7 5430 2890

Email: studentcentral@usc.edu.au