

Course Outline

Code: MGT703 Title: Strategic Management

School:	Business
Teaching Session:	Semester 1
Year:	2019
Course Coordinator:	Dr Wayne Graham wgraham@usc.edu.au
Course Moderator:	Dr John Whiteoak

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

Managers must develop an understanding of the dynamics of their industries, the trends in other aspects of the organisation's external environment, and the organisation's internal strengths and weaknesses. They must be able to think creatively so that they can craft their strategies to develop a source of competitive advantage for their organisations. This is a capstone course that aims to expose students/managers to the topics relevant to managing their businesses strategically even in a turbulent environment. Topics covered include the analysis, development, implementation, control and evaluation steps in the strategic management process.

1.2 Field trips, WIL placements or activities required by professional accreditation

N/A

2. What level is this course?

700 level Specialised - Demonstrating a specialised body of knowledge and set of skills for professional practice or further learning. Advanced application of knowledge and skills in unfamiliar contexts.

3. What is the unit value of this course?

12 units

4. How does this course contribute to my learning?

Specific Learning Outcomes On successful completion of this course, you should be able to:	Assessment tasks You will be assessed on the learning outcomes in task/s:	Graduate Qualities or Professional Standards mapping Completing these tasks successfully will contribute to:
Ability to problem-solve and apply analytical processes from a strategic management perspective.	1, 2 and 3	Creative and critical thinking.
Appreciation of the need to take on board diverse stakeholder interests in a business decision making context.	1, 2 and 3	Community-consciousness.
Awareness, appreciation and respect for cultural and other forms of diversity in the business context and values the need for inclusivity.	1, 2 and 3	Cultural awareness.
Advanced organisation and structure of written content	1, 2 and 3	Communication (written).

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 Enrolment restrictions

Must be enrolled in a Postgraduate program.

5.2 Pre-requisites

Nil

5.3 Co-requisites

Nil

5.4 Anti-requisites

MBA712 and EMB762

5.5 Specific assumed prior knowledge and skills (where applicable)

N/A

6. How am I going to be assessed?

6.1 Grading scale

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

6.2 Details of early feedback on progress

Formative feedback will be provided during each week of semester by participation in review questions relating to the weekly topics

6.3 Assessment tasks

Task No.	Assessment Product	Individual or Group	Weighting %	What is the duration / length?	When should I submit?	Where should I submit it?
1	Case study	Individual	20%	1,000 words	Week 4, Friday 11:59pm (AEST)	Online Assignment Submission with Plagiarism check
2	Report	Individual	40%	2,500 words	Week 8, Friday 11:59pm (AEST)	Online Assignment Submission with Plagiarism check
3	Report	Individual	40%	2,500 words	Week 13, Friday 11:59pm (AEST)	Online Assignment Submission with Plagiarism check
			100%			

Assessment Task 1: Case study

Goal:	You will identify and evaluate strategic options available to a firm.
Product:	Case Study
Format:	The case study should be submitted as an analysis of 1000 words. You should prepare this report individually.
Criteria	<ul style="list-style-type: none"> • Quality of analysis through knowledge and application of relevant frameworks and concepts. • Level of demonstrated understanding of key issues, interrelationships and implications. • Communication and presentation. • Full assessment criteria will be posted on Blackboard

Assessment 2: Business strategy report

Goal:	For you to demonstrate cognitive, technical and creative skills to investigate, analyse and synthesise complex information, problems, concepts and theories and to apply established theories to practice through interpretation of company strategy
Product:	Report
Format:	<p>Choose a firm whose current business strategy situation you will analyse following the guidelines provided on Blackboard at the start of session. This is an individual assessment and needs to be submitted electronically through SafeAssign. Word count should not exceed 2,500 words. This task is being used for measuring assurance of learning towards Association to Advance Collegiate Schools of Business (AACSB) accreditation. The following Program Learning Objectives will be assessed:</p> <p>PLO1.1: Written Communication Demonstrate advanced written communication skills in a business context.</p>
Criteria:	<ul style="list-style-type: none"> • Knowledge and application of appropriate frameworks • Capacity to develop and articulate arguments which are informed and grounded to arrive at insights into an area of interest. • Referencing of sources of information used within the body of the document and in a reference list using Harvard referencing style • Organisation and structure of written content

Assessment Task 3: Corporate Strategy Report

Goal:	To develop a corporate strategy analysis and recommendation by applying relevant theoretical frameworks against a real-world organisation.
Product:	Report
Format:	<p>Choose a firm whose current corporate strategy situation you will analyse following the guidelines provided on Blackboard at the start of session. This is an individual assessment and needs to be submitted electronically through SafeAssign. Word count should not exceed 2,500 words.</p> <p>This task is being used for measuring assurance of learning towards Association to Advance Collegiate Schools of Business (AACSB) accreditation. The following Program Learning Objectives will be assessed:</p> <p>PLO4.1: Social Responsibility Demonstrate a capacity for a socially responsible and sustainable approach to business decisions.</p> <p>PLO5.1: Diversity Demonstrate an appreciation of the need to embrace, respect and manage diversity and foster inclusivity in a business context.</p>
Criteria:	<ul style="list-style-type: none"> • Knowledge and application of appropriate frameworks • Ability to identify and critically analyse complex issues in a business context • Appreciation of the need to take on board diverse stakeholder interests in a business decision making context. • Awareness, appreciation and respect for cultural and other forms of diversity in the business context and values the need for inclusivity.

7. Directed study hours

The directed study hours listed here are a portion of the workload for this course. 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.

Location:	Directed study hours for location:
On-campus	Workshop (2 hours)
Online (all)	30-minute online lecture
Online (online students only)	30-minute online discussion

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

Please note that 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

Hill, Schilling & Jones (2017) Strategic Management: An Integrated Approach, 12th Edition **Interactive Online Version**, Cengage Publishing.

8.2 Specific requirements

N/A

9. How are risks managed in this course?

Health and safety risks for this course have been assessed as low.

It is your responsibility as a student 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. It is also your responsibility to familiarise yourself with the University's general health and safety principles by reviewing the [online Health Safety and Wellbeing training module 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:

- a) The final mark is in the percentage range 47% to 49.4%
- b) The course is graded using the Standard Grading scale
- c) You have not failed an assessment task in the course due to academic misconduct

10.3 Assessment: Submission penalties

Late submission of assessment tasks will 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 and supply the required documentation to negotiate an outcome.

10.4 Study help

In the first instance, you should contact your tutor, then the Course Coordinator. Additional assistance is provided to all students through Academic Skills Advisers. To book an appointment or find a drop-in session go to [Student Hub](#).

Contact Student Central for further assistance: +61 7 5430 2890 or studentcentral@usc.edu.au

10.5 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>

10.6 General Enquiries

In person:

- **USC Sunshine Coast** - Student Central, Ground Floor, Building C, 90 Sippy Downs Drive, Sippy Downs
- **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

Appendix 1 Course content

Week # / Module #	What key concepts/content will I learn?	Directed Study Activities: teaching components
1	Strategic Leadership	Online Lecture and Workshop
2	External Analysis	Online Lecture and Workshop
3	Internal Analysis	Online Lecture and Workshop
4	Functional Level Strategies Assessment task 1 is due	Online Lecture and Workshop
5	Business Level Strategies	Online Lecture and Workshop
6	Business Level Strategies and the Industry Environment	Online Lecture and Workshop
7	Strategy and Technology	Online Lecture and Workshop
8	Corporate Level Strategies: Integration and Outsourcing Assessment task 2 is due	Online Lecture and Workshop
9	Corporate Level Strategies: Diversification	Online Lecture and Workshop
10	Corporate Performance, Governance and Ethics	Online Lecture and Workshop
11	Implementing Strategy	Online Lecture and Workshop
12	Course Review	Online Lecture and Workshop

Please note that the course activities may be subject to variation.

Mid Semester Break:

15th April 2019-21st April 2019 (Between Week 7 and Week 8)

Public Holidays

Easter Monday- Monday 22nd April 2019 (Week 8)

Anzac Day - Thursday 25th April 2019 (Week 8)

Labour Day - Monday 6th May 2019 (Week 10)