Tasmanian School of Business & Economics (TSBE) (School)

College of Business and Economics (College)

**BMA799**  
**STRATEGIC MANAGEMENT**  
12.50 Credit points

Semester 1, 2019  
Unit Outline

Dr Kim Backhouse
CONTACT DETAILS

Unit Coordinator

Unit coordinator: Dr Kim Backhouse
Campus: Hobart
Email: Kim.Backhouse@utas.edu.au
Phone: 0409975249
Room location and number: TBA
Consultation hours: Available by appointment
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WHAT IS THE UNIT ABOUT?

Unit description

Strategic management today is a complex process requiring advanced skills. International expansion, network advantage, and resource optimisation pervade every aspect of this critical management skill. Successful managers need up-to-date guidance in the creation and implementation of effective strategy. This unit is specifically designed to meet these requirements. The design, content, concepts and supportive readings all reflect current issues in strategic management. The unit focuses on the practice and concepts of strategic management through the introduction of appropriate theoretical models and frameworks. The central issue of the unit is the achievement of competitive advantage: internal and external drivers of competitive advantage, the link between strategy formulation and implementation, and the role of leadership, corporate governance and strategic entrepreneurship in this process.

Intended Learning Outcomes

On completion of this unit, you will be able to:

1. acquire and critically evaluate in-depth knowledge of foundational and contemporary management theories, principles and processes.
2. conduct research into management practice through nominated case studies.
3. apply strategic and innovative thinking to making decisions and judgements.
4. communicate and justify complex ideas and decisions, in written formats, across audiences characterised by culturally and linguistically diverse people with varying levels of expertise.
Graduate Quality Statement

Successful completion of this unit supports your development of course learning outcomes, which describe what a graduate of a course knows, understands and is able to do. Course learning outcomes are available from the Course Coordinator. Course learning outcomes are developed with reference to national discipline standards, Australian Qualifications Framework (AQF), any professional accreditation requirements and the University of Tasmania’s Graduate Statement.

The University of Tasmania experience unlocks the potential of individuals. Our graduates are equipped and inspired to shape and respond to the opportunities and challenges of the future as accomplished communicators, highly regarded professionals and culturally competent citizens in local, national, and global society. University of Tasmania graduates acquire subject and multidisciplinary knowledge and skills, and develop critical and creative literacies and numeracies and skills of inquiry. They demonstrate the ability to apply this knowledge in changing circumstances. Our graduates recognise and critically evaluate issues of social responsibility, ethical conduct and sustainability, are entrepreneurial and creative, and are mindful of their own wellbeing and that of the community. Through respect for diversity and by working in collaborative ways, our graduates reflect the values of the University of Tasmania.

Alterations to the unit as a result of student feedback

This unit has been fully revised for 2018. All feedback from 2017 has been integrated in the unit’s new revised structure.

Prior knowledge &/or skills

This unit must be taken by students in their final semester of study.
### HOW WILL I BE ASSESSED?

#### Assessment schedule

<table>
<thead>
<tr>
<th>Assessment task</th>
<th>Date due</th>
<th>Percent weighting</th>
<th>Links to Intended Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assessment task 1:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Test or quiz</td>
<td>Weeks 4 &amp; 6 In class Test</td>
<td>15%</td>
<td>LO1, LO2, LO4</td>
</tr>
<tr>
<td><strong>Assessment task 2:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Group Assignment</td>
<td>Week 13</td>
<td>60%</td>
<td>LO1, LO2, LO3, LO4</td>
</tr>
<tr>
<td><strong>Assessment task 3:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capstone take home exam</td>
<td>Week 14</td>
<td>25%</td>
<td>LO1, LO2, LO3, LO4</td>
</tr>
</tbody>
</table>

#### Assessment details

**Assessment Task 1: Test or quiz**

<table>
<thead>
<tr>
<th>Task Description</th>
<th>Weeks 4 &amp; 6 In class Test</th>
</tr>
</thead>
<tbody>
<tr>
<td>For face to face students in Hobart there will be an in class test in Weeks 4 &amp; 6. There will be 15 questions worth one (1) mark each. Students will have 20 minutes to complete this assessment piece.</td>
<td></td>
</tr>
<tr>
<td>This test will be available online for distance students at the same time as face to face students in Hobart on Friday 22 March 2019 and 5 April 2019 from 3.00pm to 3.30pm. This online quiz may only be taken on these days and this timeframe (unless a medical certificate is provided).</td>
<td></td>
</tr>
</tbody>
</table>

#### Criterion Number

<table>
<thead>
<tr>
<th>Criterion Number</th>
<th>Criterion Description</th>
<th>Measures ILO:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Reflect on the implications of theoretical positions for contemporary business/management situations.</td>
<td>LO1</td>
</tr>
<tr>
<td>2</td>
<td>Analyse and critically evaluate data relevant to making evidence based decisions in management.</td>
<td>LO2</td>
</tr>
<tr>
<td>3</td>
<td>Communicate complex information in written forms.</td>
<td>LO4</td>
</tr>
<tr>
<td>4</td>
<td>Make appropriate use of strategic management principles in all forms of communication.</td>
<td>LO4</td>
</tr>
</tbody>
</table>

**Task Length** 15 questions  
**Due by date** Friday 22 March 2019 & Friday 5 April 2019.
Assessment Task 2: Group Assignment

Task Description

Group Case Analysis - For this case analysis assessment task, your group (max. number 4 students) is required to submit a strategic framework to critically evaluate strategic areas (general environment, Industry analysis, Competitor analysis, strategy formulation and strategy implementation) of either Crabtree & Evelyn, Dick Smith or Blockbuster Video. You will be expected to make extensive use of the case analysis process, theories and models of strategic management, and critically evaluate why their corporate strategy failed. Your answer must be clearly justified in the context of strategic management theories.

It is highly recommended you commence your own research into this case organisation and the industry and markets in which historically competed in.

More details of this assessment will be provided during week 5 - 7 on MyLO.

<table>
<thead>
<tr>
<th>Criterion Number</th>
<th>Criterion Description</th>
<th>Measures ILO:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Conduct independent research into foundational and contemporary management theory.</td>
<td>LO1</td>
</tr>
<tr>
<td>2</td>
<td>Critically evaluate theoretical positions, and identify strengths and weaknesses.</td>
<td>LO1</td>
</tr>
<tr>
<td>3</td>
<td>Conduct independent research into the strategic business/management facing an organisation via a case study model.</td>
<td>LO2</td>
</tr>
<tr>
<td>4</td>
<td>Analyse and critically evaluate data relevant to making evidence based decisions in management.</td>
<td>LO2</td>
</tr>
<tr>
<td>5</td>
<td>Use the models of strategic analysis to identify the range of internal and external business/management issues facing a case study organisation.</td>
<td>LO3</td>
</tr>
<tr>
<td>6</td>
<td>Critically evaluate why your choice of case study organisation experienced failure with their strategic direction for a case study organisation.</td>
<td>LO3</td>
</tr>
<tr>
<td>7</td>
<td>Demonstrate linkages between factors in the internal/external environment and proposed future strategy.</td>
<td>LO3</td>
</tr>
<tr>
<td>8</td>
<td>Outline the strategic limitations of proposed future strategy.</td>
<td>LO3</td>
</tr>
<tr>
<td>9</td>
<td>Communicate complex information in written forms.</td>
<td>LO4</td>
</tr>
<tr>
<td>10</td>
<td>Communicate effectively to a diverse audience in a face-to-face and online setting. (Delete Criterion 10)</td>
<td>LO4</td>
</tr>
<tr>
<td>11</td>
<td>Make appropriate use of strategic management principles in all forms of communication.</td>
<td>LO4</td>
</tr>
</tbody>
</table>
Assessment Task 3: Capstone take home exam

Task Description
The final assessment will be a capstone individual take home exam. It will be of three hours duration, and is worth 25 per cent of the total available marks for this unit. The exam will be available on MyLO on Monday 3rd June 2019 at 10.00am and will close at 1.30pm. You will have 15 minutes to read and an additional 15 minutes to submit your answers through MyLO Dropbox. More information on the exam and its content will be provided later in the semester.

<table>
<thead>
<tr>
<th>Criterion Number</th>
<th>Criterion Description</th>
<th>Measures ILO:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Make appropriate use of strategic management principles and theoretical frameworks in written communication.</td>
<td>LO4</td>
</tr>
<tr>
<td>2</td>
<td>Critically evaluate theoretical positions, and identify strengths and weaknesses.</td>
<td>LO1</td>
</tr>
<tr>
<td>3</td>
<td>Reflect on the implications of theoretical positions for contemporary business/management situations.</td>
<td>LO1</td>
</tr>
<tr>
<td>4</td>
<td>Analyse and critically evaluate data relevant to making evidence based decisions in management.</td>
<td>LO2</td>
</tr>
<tr>
<td>5</td>
<td>Use the models of strategic analysis to identify the range of internal and external business/management issues facing a case study organisation.</td>
<td>LO3</td>
</tr>
<tr>
<td>6</td>
<td>Communicate complex information in written forms.</td>
<td>LO4</td>
</tr>
</tbody>
</table>

Task Length
Three hours, plus 15 minutes reading time and 15 minutes to arrange dropbox submission through MyLO.

Due by date
Monday 3rd June 1.30pm
**How your final result is determined**

To pass this unit, you need to demonstrate your attainment of each of the Intended Learning Outcomes.

Your grade will be determined in the following way:

Your overall mark in this unit will be determined by combining your results from each assessment task. These marks are combined to reflect the percentage weighting of each task. You need to achieve an overall score of at least 50% to successfully complete this unit. It is expected that you will seek help (from the unit coordinator in the first instance), well before the due date, if you are unclear about the requirements for an assessment task.

- PP (pass) at least 50% of the overall mark but less than 60%
- CR (credit) at least 60% of the overall mark but less than 70%
- DN (distinction) at least 70% of the overall mark but less than 80%
- HD (high distinction) at least 80% of the overall mark

All grades are provisional, until confirmation by the Assessment Board at the end of semester.

**Submission of assignments**

The act of submitting your assignment will be taken as certification that it is your own work.

Assignments must be submitted electronically through the relevant assignment tab in MyLO. You must ensure that your name, student ID, unit code, tutorial time and tutor’s name (if applicable) are clearly marked on the first page. If this information is missing, the assignment will not be accepted and, therefore, will not be marked.

Where relevant, Unit Coordinators may also request you to submit a paper version of your assignment. You will be advised by the Unit Coordinator of the appropriate process relevant to your campus.

Please remember that you are responsible for lodging your assessment items on or before the due date and time. We suggest you keep a copy. Even in a perfect system, items sometimes go astray.

**Requests for extensions**

In this Policy:

1. (a) ‘day’ or ‘days’ includes all calendar days, including weekends and public holidays;
(b) ‘late’ means after the due date and time; and
(c) ‘assessment items’ includes all internal non-examination based forms of assessment

2. This Policy applies to all students enrolled in TSBE Units at whatever Campus or geographical location.

3. Students are expected to submit assessment items on or before the due date and time specified in the relevant Unit Outline. The onus is on the student to prove the date and time of submission.

4. Students who have a medical condition or special circumstances may apply for an extension. Requests for extensions should, where possible, be made in writing to the Unit Coordinator on or before the due date. Students will need to provide independent supporting documentation to substantiate their claims.

Penalties

Late submission of assessment items will incur a penalty of 10% of the total marks possible for that piece of assessment for each day the assessment item is late unless an extension had been granted on or before the relevant due date.

Assessment items submitted more than five (5) days late will not be accepted.

Academic staff do NOT have the discretion to waive a late penalty, subject to clause 4 above.

Review of results and appeals

Review of Assessment is available to all students once the University has released the final result for a unit. If you are dissatisfied with your final result, you may apply to have it reviewed. Applications for a review of assessment are due within 10 working days of the release of the final result in the unit. When applying for a review, you must pay a $50 fee.

If you wish to have a piece of internal assessment reviewed as part of the review process, please state this clearly on the application form referred to above and include that assessment item with your application.

Please read and follow the directions provided by the University at:


Academic referencing

Before starting your assignments, you are advised to familiarise yourself with the following electronic resources.

The first is the Harvard Referencing System Style Guide, which can be accessed from the UTAS library: http://utas.libguides.com/content.php?pid=27520&sid=199808. The Harvard style is the appropriate referencing style for this unit and the guide provides
information on presentation of assignments, including referencing styles. In your written work you will need to support your ideas by referring to scholarly literature, works of art and/or inventions. It is important that you understand how to correctly refer to the work of others and maintain academic integrity.

Failure to appropriately acknowledge the ideas of others constitutes academic dishonesty (plagiarism), a matter considered by the University of Tasmania as a serious offence.

The second is the Tasmanian School of Business and Economics’ Writing Assignments: A Guide, which can be accessed at: http://www.utas.edu.au/business-and-economics/student-resources. This guide provides you with useful information about the structure and style of assignments in the TSBE.

In your written work you will need to support your ideas by referring to scholarly literature, works of art and/or inventions. It is important that you understand how to correctly refer to the work of others, and how to maintain academic integrity.

The University library provides information on presentation of assignments, including referencing styles and should be referred to when completing tasks in this unit.

Please read the following statement on plagiarism. Should you require clarification please see your unit coordinator or lecturer.

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**Plagiarism**

Plagiarism is a form of cheating. It is taking and using someone else’s thoughts, writings or inventions and representing them as your own; for example, using an author’s words without putting them in quotation marks and citing the source, using an author’s ideas without proper acknowledgment and citation, copying another student’s work.

If you have any doubts about how to refer to the work of others in your assignments, please consult your lecturer or tutor for relevant referencing guidelines. You may also find the Academic Honesty site on MyLO of assistance.

The intentional copying of someone else’s work as one’s own is a serious offence punishable by penalties that may range from a fine or deduction/cancellation of marks and, in the most serious of cases, to exclusion from a unit, a course or the University.

The University and any persons authorised by the University may submit your assessable works to a plagiarism checking service, to obtain a report on possible instances of plagiarism. Assessable works may also be included in a reference database. It is a condition of this arrangement that the original author’s permission is required before a work within the database can be viewed.
For further information on this statement and general referencing guidelines, see the Plagiarism and Academic Integrity page on the University web site or the Academic Honesty site on MyLO.

**Academic misconduct**

Academic misconduct includes cheating, plagiarism, allowing another student to copy work for an assignment or an examination, and any other conduct by which a student:

a. seeks to gain, for themselves or for any other person, any academic advantage or advancement to which they or that other person are not entitled; or

b. improperly disadvantages any other student.

Students engaging in any form of academic misconduct may be dealt with under the Ordinance of Student Discipline, and this can include imposition of penalties that range from a deduction/cancellation of marks to exclusion from a unit or the University. Details of penalties that can be imposed are available in Ordinance 9: Student Discipline – Part 3 Academic Misconduct.
WHAT LEARNING OPPORTUNITIES ARE THERE?

**MyLO**

MyLO is the online learning environment at the University of Tasmania. This is the system that will host the online learning materials and activities for this unit.

**Getting help with MyLO**

It is important that you are able to access and use MyLO as part of your study in this unit. To find out more about the features and functions of MyLO, and to practice using them, visit the [Getting Started in MyLO unit](https://www.utas.edu.au/services/it/student-support/mylo/getting-started/).

For access to information about MyLO and a range of step-by-step guides in pdf, word and video format, visit the [MyLO Student Support page](https://www.utas.edu.au/services/it/student-support/mylo/student-support/) on the University website. If something is not working as it should, contact the Service Desk ([Service.Desk@utas.edu.au](mailto:Service.Desk@utas.edu.au), phone 6226 1818), or [Request IT Help Online](https://www.utas.edu.au/services/it/student-support/mylo/student-support/).

**Resources**

**Required readings**

You will need the following text [available from the Co-op Bookshop]:

Hanson, D, Hitt, MA, Ireland, RD & Hoskisson, RE 2017, Strategic management: competitiveness and globalisation 6 edition, Cengage Learning, Melbourne.

**Recommended readings**

Barney, J & Hesterly, W 2015, Strategic management and competitive advantage, Pearson, New Jersey.


De Rond, M 2006, Strategic alliances as social facts, Cambridge UP, Cambridge UK.


Peng, M 2014, Global strategy, Cengage, USA.


Reich, R 2008, Supercapitalism, Scribe, Melbourne.


Reading Lists

Reading Lists provide direct access to all material on unit reading lists in one place. This includes eReadings and items in Reserve. You can access the Reading List for this unit from the link in MyLO, or by going to the Reading Lists page on the University Library website.

Other Required Resources

In addition to the texts/software recommended above, you are also expected to be familiar with the key academic journals and business publications in the discipline from which useful insights may be derived. In particular, you are encouraged to review regularly the relevant papers that are published in:

Academy of Management Journal

Academy of Management Review

Asia Pacific Journal of Management

California Management Review

Harvard Business Review

Journal of General Management

Long Range Planning

Sloan Management Review

Strategic Management Journal

Bloomberg

Financial Times

The Asian Wall Street Journal
Activities

Learning expectations

The University is committed to high standards of professional conduct in all activities, and holds its commitment and responsibilities to its students as being of paramount importance. Likewise, it holds expectations about the responsibilities students have as they pursue their studies within the special environment the University offers.

**Students are expected to participate actively and positively in the teaching/learning environment. They must attend classes when and as required, strive to maintain steady progress within the subject or unit framework, comply with workload expectations, and submit required work on time.**

Details of teaching arrangements

Lecture/Tutorial Mode

Lecture content will be delivered during the seven weekly workshops (week 1 - 7) and via additional readings. Students are to ensure they check the time/day/location for all weekly workshops. The lecture component and JIT discussion in the workshop will be recorded as part of the blended learning mode to support distance students. The application of knowledge will be developed through the workshops (details of the dates and times for these workshops is contained later in this unit outline) and online learning activities. Weekly workshops finish in week 7 and a one-hour discussion session is scheduled on Wednesday from week 8 to 13 between 2:00pm – 3:00pm at the same venue as the weekly workshop to provide students with extra assistance for their Capstone case analysis assessment during the self-directed learning period.

The University’s MyLO (My Learning Online) system will be used as the central platform for posting and accessing resources and learning material.

During the semester, you are expected to pre-read all weekly chapters prior to attending the workshop. The weekly workshops are three (3) hours and will cover case studies relating to that week’s topics.

Blended Learning Mode

This unit comprises a series of three (3) hour weekly workshops, online interactions, lecture recordings and extra readings via MyLO (the UTAS learning management system). The teaching and learning resources are based around three (3) modules of content as structured in the prescribed textbook.
To see workshop timetable, go to http://student.admin.utas.edu.au/coursesenrolment/timetable.

**Specific attendance/performance requirements**

In this unit, your active engagement will be monitored in the following way:

1. An in-class activity in week 2. Distance students will be requested to complete a Task in week 2 and email through to Kim.Backhouse@utas.edu.au; and
2. Active participation in the workshop discussions.

If you do not demonstrate evidence of having engaged actively with this unit by completing these two activities by Week 4 of semester, your enrolment may be cancelled or you may be withdrawn from the unit.

**Teaching and learning strategies**

The University is committed to a high standard of professional conduct in all activities, and holds its commitment and responsibilities to its students as being of paramount importance. Likewise, it holds expectations about the responsibilities students have as they pursue their studies within the special environment the University offers. The University’s Code of Conduct for Teaching and Learning states:

Students are expected to participate actively and positively in the teaching/learning environment. They must attend classes when and as required, strive to maintain steady progress within the subject or unit framework, comply with workload expectations, and submit required work on time.

**Work Health and Safety (WHS)**

The University is committed to providing a safe and secure teaching and learning environment. In addition to specific requirements of this unit you should refer to the University’s Work Health and Safety website and policy.

**Communication**

**TO KEEP UP WITH ANNOUNCEMENTS REGARDING THIS UNIT**

Check the MyLO Announcement tool at least once every two days. The unit Announcement will appear when you first enter our unit’s MyLO site. Alternatively, click on the Announcement button (towards the top of the MyLO screen) at any time.

**WHEN YOU HAVE A QUESTION**

Other students may have the same question that you have. Please go to the Ask the Class Discussion forum on the unit’s MyLO site. Check the posts that are already there – someone may have answered your question already. Otherwise, add your question as a new topic. Students are encouraged to support each other using this forum – if you can answer someone’s question, please do. We will attempt to respond to questions within 48 business hours. If your question is related to a personal issue or your
performance in the unit, please contact the appropriate teaching staff member by email instead.

WHEN YOU HAVE AN ISSUE THAT WILL IMPACT ON YOUR STUDIES OR THE SUBMISSION OF AN ASSESSMENT TASK

If you have a personal question related to your studies or your grades, please contact teaching staff by email.

For general questions about the unit, please add them to the Ask the Class Discussion forum on the unit’s MyLO site. This way, other students can also benefit from the answers.

A NOTE ABOUT EMAIL CORRESPONDENCE

You are expected to check your UTAS email (WebMail) on a regular basis – at least three times per week. To access your WebMail account, login using your UTAS username and password at https://webmail.utas.edu.au/.

You are strongly advised not to forward your UTAS emails to an external email service (such as gmail or Hotmail). In the past, there have been significant issues where this has occurred, resulting in UTAS being blacklisted by these email providers for a period of up to one month. To keep informed, please use your UTAS email as often as possible.

We receive a lot of emails. Be realistic about how long it might take for us to respond.

Concerns and complaints

The University is committed to providing an environment in which any concerns and complaints will be treated seriously, impartially and resolved as quickly as possible. We are also committed to ensuring that a student may lodge a complaint without fear of disadvantage. If you have a concern, information about who to contact for assistance is available on the ‘How to resolve a student complaint’ page.

Further information and assistance

If you are experiencing difficulties with your studies or assignments, have personal or life-planning issues, disability or illness which may affect your course of study, you are advised to raise these with the unit coordinator in the first instance.

There is a range of University-wide support services available to you including Student Learning Support, Student Advisers, Disability Services, and more which can be found on the Student Support and Development page of the University website.

Should you require assistance in accessing the Library, visit their website for more information.
<table>
<thead>
<tr>
<th>Week</th>
<th>Date Beginning</th>
<th>Topic/Module/ Focus Area</th>
<th>Activities</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>25 February</td>
<td>Introduction</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>4 March</td>
<td>Strategic Management and Strategic Competitiveness</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>11 March</td>
<td>The external environment: opportunities, threats, industry competition and competitor analysis</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>18 March</td>
<td>The internal organisation: resources, capabilities, core competencies and competitive advantages</td>
<td>In Class Test (Face to face students) or Quiz for distance students</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>25 March</td>
<td>Business-level strategy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>1 April</td>
<td>Competitive dynamics</td>
<td>In Class Test (Face to face students) or Quiz for distance students</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>8 April</td>
<td>Corporate-level strategy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8a</td>
<td>15 April</td>
<td>No Class – Good Friday Public Holiday</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8b</td>
<td>25 April</td>
<td>Self-directed Learning</td>
<td></td>
<td></td>
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<tr>
<td>9</td>
<td>29 April</td>
<td>Acquisition and restructuring strategies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>6 May</td>
<td>International strategy &amp; Cooperative strategy</td>
<td></td>
<td></td>
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<tr>
<td>11</td>
<td>13 May</td>
<td>Corporate governance</td>
<td></td>
<td></td>
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<tr>
<td>12</td>
<td>20 May</td>
<td>Organisational structure and controls</td>
<td></td>
<td></td>
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<tr>
<td>13</td>
<td>27 May</td>
<td>Strategic leadership &amp; Strategic entrepreneurship</td>
<td>Capstone Group Assignment Due</td>
<td></td>
</tr>
</tbody>
</table>

Mid-semester break 18 April to 24 April (inclusive)
The Tasmanian School of Business and Economics (TSBE) is currently in the process of applying for business accreditation with the Association to Advance Collegiate Schools of Business (AACSB) – the lead program for accrediting business schools globally. AACSB seeks to connect educators, students, and business to achieve a common goal – to create the next generation of business leaders.

By joining AACSB and going through the accreditation process, TSBE is joining a global alliance committed to improve the quality of business education around the world, and to share the latest innovations in business education. Gaining Business Accreditation with AACSB is a multi-year process involving TSBE demonstrating our performance against the 15 accreditation standards.

Once complete, TSBE will join a select community of accredited business schools, with only 7% of all business schools globally having completed the AACSB process. This will further enhance the reputation of TSBE, and further enhance the global recognition of your qualifications. To find out more about AACSB click here.