

BMA302
Strategic Management

Summer Semester 2005/2006

This unit will be offered in:

Hobart

The lecturer responsible for this unit is:

Mr Peter Dixon (Lecturer-in-Charge)

Room: A245 (Launceston)

Phone: 6324 3329

Email: Peter.Dixon@utas.edu.au

<http://www.utas.edu.au/management/student.htm>

Introduction to the Unit

By now you will have studied and be familiar with those units concerning management of the resources which are available to a business or organisation. In economic terms, these resources (or factors of production) are all the natural, manufactured, and human resources that are used in the production of goods or services. The process of strategic management looks into the full set of decisions and actions required for an organisation to achieve a long term competitive position in the global environment. It examines the strategic decisions that determine the future long-term direction and competitive position of an enterprise. Therefore, the study of strategic management processes acts as a guide to formulate, implement, and evaluate strategies more effectively in all kinds of profit and non-profit organisations.

In a formal sense, strategic management may be described as a process of identifying, choosing and implementing the most effective (profitable) means of ensuring long-term compatibility between the internal skills and resources of an organisation, and the competitive, economic and social environments within which that organisation operates.

This, then, is what strategic management is all about. As the Unit is normally taken by students in the last Semester of study you are encouraged to bring to the course the insights and expertise you have gained in your prior studies together with your own life experience – strategic management is an opportunity for you to bring all of those resources to bear on beginning to deal with real world problems faced by organisations. In this sense the Unit will give you the opportunity to test the theories you have encountered so far with the experiences of real world organisations.

We welcome you to the unit and hope you find the material relevant and thought-provoking.

Learning Outcomes

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

- Have knowledge and understanding of the main theories, concepts and frameworks related to strategy in organisations
- Be able to analyse factual situations presented in case studies and apply to that analysis those main theories, concepts and frameworks and apply those theories, concepts and frameworks to different situations presented in case studies
- Be able to critically evaluate the usefulness and relevance of existing theories, concepts and frameworks in dealing with issues in strategic management

Generic Graduate Attributes

The University has defined a set of generic graduate attributes (GGAs) that can be expected of all graduates (see <http://www.utas.edu.au/tl/policies/index.htm>). By undertaking this unit you should make progress in attaining the following attributes:

Knowledge

- To enable you to understand and explain the main theories, concepts and frameworks in strategic management
- To help you in applying strategic management principles to present of future work experiences
- To enable you to integrate conceptual approaches to strategic management and write about real world experiences

Communication Skills

- Demonstrate written communication
- Present well reasoned arguments

- Listen to and evaluate the views of others

Problem Solving Skills

- Conceptualise problems and formulate a range of solutions
- Identify critical issues facing real world organisations
- Find, acquire, evaluate and use relevant information using a range of resources

Global Perspective

- Demonstrate an awareness of the local and global context of strategic management issues
- Function in a global context

Social Responsibility

- Acknowledge the social and ethical responsibilities of organisations and the link to strategy formation and implementation

Prerequisites

Successful completion of any two level 200 units (ie 25% of level 200) in relevant major.

Texts

Prescribed Text

Hill, C.W.L., Jones, G.R., & Galvin, P. 2004. *Strategic management: an integrated approach*. Milton: Wiley.

Case Workshop Materials

Distributed in workshop 1.

School Publications

Students must obtain the following electronic publications which are available from the School of Management website:

<http://www.utas.edu.au/management/student.htm>

Writing Assignments: A Guide

School of Management Referencing Style

Recommended Reading

The publications listed below are highly recommended for further reading on the topics covered in the unit.

Books

Belanger, J., Berggra, C., Bjorkman, T. & Kohler K. 2000. *Being local worldwide*. Cornell University Press: USA.

- Chandler, A., Hagstrom, P. & Solvell, O. 2000. *The dynamic firm*. O.U.P: USA.
- Clegg, S., Hardy, C. & Nord, W. 1996. *Handbook of organisation studies*. London: Sage.
- Costain, H. (Ed.). 1998. *Readings in strategic management*. Sydney: Dryden.
- De Wit, B. & Meyer, R. 2004. *Strategy: Process, content, context*. London: Thomson
- Dess, G.G., Lumpkin, G.T., & Taylor, M.L. 2004. *Strategic Management: Text and Cases*. Sydney: McGraw Hill
- Francis, I. 1997. *Future direction: The power of the competitive board*. Melbourne: Pitman.
- Grant, R.M. 1998. *Contemporary Strategy Analysis*. Oxford: Blackwell
- Hanson, D., Dowling, P., Hitt, M.A., Ireland, R.D. & Hoskisson, R.E. 2005. *Strategic management: Competitiveness and globalization* (Pacific Rim 2nd ed.). Melbourne: Thomson.
- Harvey, D. 1989. *The condition of post modernity*. Blackwell: Oxford.
- Hendry, C., Arthur, M. & Jones, A. 1995. *Strategy through people: Adaptation and learning in the small-medium enterprise*. London: Routledge.
- Hubbard, G. 2004. *Strategic management: Thinking, analysis and action*. (2nd ed) Sydney: Prentice-Hall.
- Johnson, G., Scholes, K., & Whittington, R. 2005. *Exploring Corporate Strategy*. Harlow: Prentice Hall
- Joyce, P. 2000. *Effective strategic change in the public sector*. Wiley, London.
- Klein, N. 2000. *No logo*. Scribe: London.
- Lewis, G., Morkel, A., Hubbard, G., Davenport, S. & Stockport, G. 1999. *Australian and New Zealand strategic management*. Sydney: Prentice Hall.
- McKiernan, P. (Ed.). 1996. *Historical evolution of strategic management–Volumes 1 & 2*. Sydney: Dartmouth.
- Mintzberg, H. 1994. *The rise and fall of strategic planning*. New York: The Free Press.
- Mintzberg, H. & Quinn, B. (Eds.). 1998. *Readings in the strategy process* (3rd ed.). Sydney: Prentice-Hall.
- Porter, M. 1990. *Competitive advantage of nations*. London: MacMillan.
- Porter, M. 1985. *Competitive advantage*. New York: The Free Press.
- Porter, M., Taeuchi H. & Sakakibara, M. 2000. *Can Japan compete?* Hampshire:MacMillan.
- Segal-Horn, S. 1998. *The strategy reader*. Blackwell: Oxford.
- Stacey, R.D. 1996. *Strategic management and organisational dynamics*. Sydney: Pitman.
- Tapscott, D. 1996. *The digital economy*. New York: McGraw-Hill.
- Viljoen, J., & Dann, S. 2003. *Strategic Management* (4th ed). Frenchs Forest, Sydney: Prentice Hall
- Wheelen, T.L., & Hunger, J.D. 2004. *Strategic Management and Business Policy*. Sydney: Prentice Hall

Journals and Periodicals

Apart from books, you will find it valuable to get into the practice of reading relevant articles from journals and periodicals (including newspapers and magazines).

Academy of Management Journal

Academy of Management Review

Administrative Science Quarterly

Australian Journal of Management

California Management Review

Corporate Reputation Review

Greener Management International

Harvard Business Review

Journal of General Management

Long Range Planning

Sloan Management Review

Strategic Management Journal

Summer Semester Structure

The Summer Semester consists of two compacted study sessions. The first session runs from 12 December to 16 December—with 3 hours per unit per day. The second session runs from 16 January to 20 January—again with 3 hours per unit per day.

Students are expected to have completed the relevant reading prior to attending the study sessions. Students are also encouraged to devise a study schedule involving progressive reading of textbooks in preparation for class work and assignment requirements.

Flexible Learning: WebCT Vista

WebCT software has been incorporated into the delivery of this unit to enhance the learning experience by providing access to up to date course materials and by allowing for online discussion through this web based environment.

The School of Management has prepared a WebCT Information Sheet which includes access guidelines and contact information. It is available to download as a word document from the School of Management website: <http://www.utas.edu.au/management/student.htm>

Privacy Policy and Notice

The School of Management takes the utmost care to protect the privacy and security of your personal information and to ensure its accuracy.

If you have any concerns about your privacy in WebCT please contact the lecturer-in-charge of this unit or view the University of Tasmania WebCT Privacy Policy Statement available from the university website on <http://www.utas.edu.au/coursesonline/privacy/index.html>.

Assessment

In order to pass this unit you must achieve an overall mark of at least 50 per cent of the total available marks. Details of each item of Coursework are provided in the Assignment Topics section.

Method of Assessment	Value	Due Date	Length*
Coursework			
Multiple Choice Test	10	17 December 2005	45 questions
Assignment: Case Study	30	9 January 2006	2500 words maximum
Examination	60	Exam Period	
Total Marks	100		

* **Word Limit:** The word limit is all-inclusive. This means that headings, in-text references, quotes and executive summaries. It **does not** include the reference list at the end of the assignment.

Examination

Format

There will be a three hour examination at the completion of the semester. No materials may be taken into the examination room. The examination is worth 60 marks and will be in two parts. In Part A students will choose three from five essay questions with each essay question worth 10 marks. The total for Part A is 30 marks. In Part B students must read a strategy case and answer two compulsory questions on it with the first worth 15 marks and the second 15 marks. The total for Part B is 30 marks.

Scheduled date and place

Your final examination for this unit will be held during the scheduled examination period as indicated by Student Administration in correspondence to you.

Examinations will normally be scheduled Monday to Saturday inclusive. Examinations may be held during the day or evening and students should consult the university information which will be made available towards the end of semester.

You are advised to make any necessary arrangements with employers now for time off during examination period to sit this examination. Your participation at the scheduled time is not negotiable unless there are exceptional circumstances.

Note that you will be expected to sit the examination at your recorded study centre.

Supplementary Examination

Except in special circumstances and on the recommendation of the lecturer-in-charge or the Head of School, a student who fails will not be granted a supplementary examination.

Submission of Coursework

Lodging Coursework

All Coursework must have the School of Management Assignment Cover Sheet and Title Page attached. Both of which are available as a blank template from the School of Management website:

<http://www.utas.edu.au/management/student.htm>

Please remember that you are responsible for lodging your written Coursework on or before the due date. We suggest you keep a copy—photocopying is ideal. Even in the most ‘perfect’ of systems, items sometimes go astray.

Hobart students: Lodge in assignment box beside room 325, Commerce & Economics Building.

Launceston students: Lodge in assignment box beside room A170.

All coursework must be handed in at 2.00 p.m. on the due date.

Late Coursework

Written Work

Extensions will only be granted on medical or compassionate grounds and will not be granted because of work or other commitments. Requests for extensions should be **made in writing** to the lecturer-in-charge prior to the due date. Medical certificates or other evidence must be attached and must contain information which justifies the extension sought.

Late assignments which have **not** been granted an extension will, at the lecturer’s discretion, be penalised by deducting ten per cent of total marks for each full day overdue.

Assignments submitted more than six days late will normally not be accepted by the lecturer-in-charge.

Tests

Students who are unable to sit a test on medical or compassionate grounds (work or other commitments are not considered 'compassionate grounds') may request that they be permitted to submit alternative Coursework.

Please do not expect a special test to be held for you if you choose to go on holidays or undertake other activities on the scheduled date. If you do need to request alternative Coursework, you should do so in writing to the lecturer-in-charge prior to the due date. Medical certificates or other evidence must be attached and must contain information which justifies the request. The telephone number of the doctor should also be included.

Return of Coursework

Coursework will be returned during classes or it can be collected from the lecturer’s or tutor’s room at nominated times; it will not be available from the School’s offices.

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; or
- 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, and the academic integrity resources on the web at <http://www.utas.edu.au/tl/supporting/academicintegrity/index.html>.

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. Details of penalties that can be imposed are available in the Ordinance of Student Discipline—Part 3 Academic Misconduct, see <http://www.utas.edu.au/universitycouncil/legislation/ord9.pdf>

The University reserves the right to submit (or to require you to submit) assignments to online plagiarism detection software, and might then retain a copy of the assignment on its database for the purpose of future plagiarism checking.

Assignment Topics

Test

Due Date: 17 December 2005

Length: 45 questions- Multiple Choice

Value: 15 marks

Time allowed: 1 hour

The test will examine your understanding of the formative elements of strategic management theory discussed during Workshops 1-4. Your best preparation will be to carefully read Chapters 1, 3-4, 6 & 8 of Hill et al.

Case Study

Due Date: 9 January 2006

Length: 2500 words maximum

Value: 25 marks

The requirement

Analyse the *Accord Diagnostics Case* (Hill et al Pages C37-C46)

The case analysis should follow the case study method discussed in the Workshops and must cover the following:

- External analysis (including an industry and competitor analysis)
- Internal analysis
- Description of the present strategies of the Company
- A SWOT analysis and an evaluation of the overall conclusions arising from it
- Using strategic management theory identify and evaluate the strategic options open to the Company
- Your recommendations as to what strategies the Company ought to adopt in order to prosper over the next five years

Presentation & Assessment

1. The case analysis should be presented in **report** format. You may use headings, and sub-headings in the case report, and, so long as they are properly introduced, dot-points may be used where their use assists in communicating your analysis. Excessive use of dot-points will be penalised.
2. The case study material need not be referenced (either as part of your reference list, or, in text).
3. The word limit must **not** be exceeded. Marks may be deducted where assignments are over or under this limit.
4. A marking guide identifying the criteria by which this assignment will be assessed will be placed onto WebCT early in the Semester.
5. Marks may be deducted for failure to comply with presentation standards outlined in this Introductory Outline and the School's *Writing Assignments: A Guide* which is available at the School's website at: <http://www.utas.edu.au/management/student/.htm>.

BMA302 – Teaching Schedule – Summer Semester 2005-2006

During Workshops 3-6 the lecture period will include a case workshop. Students should pre-read and analyse the cases listed below and then the lecturer will deliver an analysis of selected aspects of the case in the lecture theatre. Since the lecturer's analysis is designed to complement student work, slides and notes will not be provided for workshop sessions.

Workshop	Date	Lecture	Case Study Workshop	Review Questions	Due Dates
1	12 December	<i>Text Chapters 1 & 3</i> Introduction and the External Environment		Text Chapter 1 Prepare answers to Review question 1, Discussion questions 5 & 6, and Running Case Question 1	
2	13 December	<i>Text Chapter 4</i> Internal Environment	<i>Case Analysis</i>	Text Chapter 3 Prepare answers to Review Question 1, Discussion question 8, and Applied question 9	
3	14 December	<i>Text Chapter 6</i> Business Level Strategy	<i>Internal and External Analysis</i> Case – Marlows Limited	Text Chapter 4 Prepare answers to Review questions 1 & 3, Discussion question 6 and Applied question 8	
4	15 December	<i>Text Chapter 8</i> Corporate Level Strategy	<i>Business Level Strategy</i> Case – Aldi in Australia	Text Chapter 6 Prepare answers to Review questions 1 & 2, Discussion question 5, and Running Case questions 1-3	
5	16 December	Test (in Lecture period) <i>Text Chapter 5</i> Functional strategy	<i>Corporate Level Strategy</i> Case – Southcorp Limited <i>Assignment Preparation</i>	Text Chapter 8 Prepare answers to Discussion question 2 5-8, Applied question 9, and Running Case questions 1-2	Test (in Lecture period)
6	16 January	<i>Text Chapter 7</i> Competitive Strategy	<i>Competitive Strategy</i> Qantas	Text Chapter 5 Prepare answers to Discussion questions 5-8, and Running Case questions 1-3	Assignment due: 9 January
7	17 January	<i>Text Chapter 9</i> Acquisitions and Restructuring		Text Chapter 7 Prepare answers to Review questions 1-4 and Discussion questions 5-7	
8	18 January	<i>Text Chapter 10</i> Global Strategy		Text Chapter 9 Prepare answers to Review questions 1-4, Discussion question 5, and Exploring the Web questions 1-3	
9	19 January	<i>Text Chapters 11 & 13</i> Structure		Text Chapter 10 Prepare answers to Review questions 1 and 4, Discussion question 6, Applied question 10, and Running case questions 2-3	
10	20 January	<i>Text Chapters 12 & 14</i> Control Course Review & Exam Preparation		Text Chapter 13 Prepare answers to Review question 2, and Discussion question 5. Small Group Exercise (Text p.448)	r

A Calendar/Study Planner showing dates is available from School of Management Offices

