

BMA799
Strategic Management

Semester 5, 2007

This unit will be offered in:

Hobart

The lecturer responsible for this unit is:

Dr Dallas Hanson (Lecturer-in-Charge)

Room: 305 (Hobart)

Phone: 6226 1877

Email: Dallas.Hanson@utas.edu.au

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

Introduction to the Unit

The study of strategic management involves an analysis of the factors which govern the success or otherwise of an organisation operating in contemporary society. The analysis includes an examination of factors external to the organisation which may either threaten its operations, or provide opportunities for development, and internal factors which either strengthen or weaken its capacity to develop, and perhaps, ultimately, to survive. An examination is made of an organisation's capabilities and its ability to take advantage of opportunities in a competitive environment. Management decision making at the strategic level, which determines the future direction of the organisation is examined with a view to judging whether implementation, control and evaluation is feasible.

The principles underlying the study of strategic management are applicable to both profit-making and non-profit making organisations.

In this unit you will need to work hard. Missing a chapter is a serious matter and failing to complete the homework of analysing a case means you are unlikely to be able to complete one when required. This matters because the assignment is a case analysis, and half the exam is a case analysis as well.

Enrolment in the unit

Unless there are exceptional circumstances, students should not enrol in BMA Spring School units after the end of the first week of classes, as the School cannot guarantee:

- that any extra assistance will be provided by the teaching team in respect of work covered in the period before enrolment; and
- that penalties will not be applied for the late submission of any piece or pieces of assessment that were due during that period.

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.
- Analyse factual situations presented in case studies and apply that analysis to strategic management theory.
- 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

- Understanding the main theories, concepts and frameworks in strategic management
- Applying strategic management principles to present or future work experiences
- Integrating conceptual approaches to strategic management and writing about real world experiences

Communication Skills

- Presenting well reasoned arguments in written communication
- Listening to and evaluating the views of others

Problem Solving Skills

- Conceptualising problems and formulating a range of solutions
- Identifying critical issues facing real world organisations
- Finding, acquiring, evaluating and using relevant information from a range of resources

Global Perspective

- Demonstrating an awareness of the local and global context of strategic management issues
- Functioning in a global context

Social Responsibility

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

Texts

Prescribed Texts

Hanson, D., Dowling, P.J., Hitt, M.A., Ireland, R.D. & Hoskisson, R.E. 2008. *Strategic management: Competitiveness and globalisation* (3rd ed.). Victoria: Thomson Learning.

School Publications

Students must obtain the following electronic publications which are available from the School of Management website: <http://www.utas.edu.au/mgmt/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*. USA: Cornell University Press.

Chandler, A., Hagstrom, P. & Solvell, O. 2000. *The dynamic firm*. USA: Oxford University Press.

Clegg, S., Hardy, C. & Nord, W. 1996. *Handbook of organisation studies*. London: Sage.

Costain, H. (Ed.). 1998. *Readings in strategic management*. Sydney: Dryden.

Francis, I. 1997. *Future direction: The power of the competitive board*. Melbourne: Pitman.

Hanson, D., Dowling, P., Hitt, M.A., Ireland, R.D. & Hoskisson, R.E. 2005. *Strategic management: Competitiveness and globalization* (Pacific Rim 2nd ed.). Melbourne: Nelson Thomson Learning.

Harvey, D. 1989. *The condition of post modernity*. Oxford: Blackwell.

- 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*. Sydney: Prentice-Hall.
- Joyce, P. 2000. *Effective strategic change in the public sector*. Wiley: London.
- Klein, N. 2000. *No logo*. Scribe: London.
- Kynge. 2006. *China shakes the world*. Phoenix: London.
- Lewis, G., Markel, A., Hubbard, G., Davenport, S. & Stockport, G. 1999. *Australian and New Zealand strategic management*. Sydney: Prentice Hall.
- Longman, P. 2004. *The empty cradle: How falling birth-rates threaten world prosperity*. New York: Basic Books.
- 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.
- Pomfret, J. 2007. *Chinese lessons*. Scribe: Melbourne.
- 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.
- Richardson, J. 2006. *What terrorists want: Understanding the enemy, containing the threat*. Random House: London.
- Segal-Horn, S. 1998. *The strategy reader*. Oxford: Blackwell.
- Stacey, R.D. 1996. *Strategic management and organisational dynamics*. Sydney: Pitman.

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

Asia Pacific Journal of Management

Australian & New Zealand Academy of Management Journal

Australian Journal of Management

California Management Review

Harvard Business Review

Journal of General Management

Long Range Planning

Sloan Management Review
Strategic Management Journal

In addition to the journals, try to read *The Australian Financial Review* and magazines which treat management in a serious way. *The Bulletin*, *Fortune International*, *Business Week International* and *Business Review Weekly* are examples of relevant magazines.

Spring Semester Structure

The Spring Semester consists of two compacted study sessions. The first session runs from 3 December to 7 December—with 3 hours per unit per day. The second session runs from 7 January to 11 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.

To access WebCT Vista from your own computer you will need the appropriate software, and hardware to run that software. See *Learning Online* at <http://www.utas.edu.au/coursesonline/software.htm> for computer software you will need.

Note: Older computers may not have the hardware to run some of the required software applications. Contact your local IT support person or the Service Desk on 1818 if you experience difficulties. 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/mgmt/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			
Case Study Assignment	40	16 December 2007	4000 words
Examination	60	Exam Period	3 hours
Total Marks	100		

* **Word Limit:** The word count includes such items as headings, in-text references, quotes and executive summaries. It **does not** include the reference list at the end of the assignment.

Examination

Format

The final examination will be of three (3) hours duration. The examination is worth 60 per cent of the total available marks. No materials are allowed into the examination room for this unit. You must bring your student identification card to the examination.

The examination will consist of a case study and a series of questions to be answered about the case. The case will be made available to students at the commencement of the study period.

The best preparation for the exam is consistent work throughout the semester.

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.

Special Consideration and Student Difficulties

If a student is experiencing difficulties with their studies or assignments, have personal or life planning issues, disability or illness which may affect their course of study, they are advised to raise these with their lecturer or the Postgraduate Academic Adviser in the first instance.

For **postgraduate students**, the Postgraduate Academic Adviser can provide assistance with academic issues arising from your studies and identify appropriate support for general personal issues. The Postgraduate Academic Adviser is located in Room 320b in the Commerce Building in Hobart and can be contacted by phone on 6226 1939.

Should a student require assistance in accessing the Library visit their website for more information at <http://www.utas.edu.au/library/>

Students who have completed their examinations and who feel that they have been disadvantaged due to illness or other circumstances affecting their study, may fill out a form to request that their lecturer takes this into consideration when marking the examination. Forms should be submitted directly to the relevant school, accompanied by appropriate supporting documentation, as soon as possible after the completion of the examination. Granting of special consideration is at the discretion of the lecturer and school. The relevant form can be found at the following website:

http://www.studentcentre.utas.edu.au/examinations_and_results/forms_files/index.htm#eits

Students with a non-English speaking background may be permitted to take a bilingual dictionary into an exam. This dictionary must not be annotated, that is, must have no notes written in it. In order to use a bilingual dictionary, students must request permission from the Student Centre.

Submission of Coursework

Lodging Coursework

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

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

All assignments must include the tutor's name on the assignment Cover Sheets when they are handed in. If this is not done the assignment will not be accepted and therefore marked.

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

Note that you may also be required to submit an electronic copy of your Coursework. More details of this will be given in Lectures.

Hobart students: Lodge in assignment box at room 316, 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.

Occupational health and safety (OH&S)

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 policy at: http://www.admin.utas.edu.au/hr/ohs/pol_proc/ohs.pdf

Assignment Topics

Case Study Assignment

Due Date: 16 December 2007

Length: 4000 words (maximum)

Value: 40 marks

Read the case study Nucor in 2005 (in your text) and answer the following question:

Question

What strategies should Nucor plan in order to prosper? (To answer this question you will need to perform a full analysis of the Case using relevant strategic management theory.)

Notes

- A marking guide that will identify the criteria by which this Assignment will be assessed will be made available early in the Semester.
- You may use sub-headings but the Assignment must follow a basic narrative form. Dot points may be used to assist in communicating your answer.
- Marks may be deducted for a failure to comply with presentation standards and for failing to observe referencing conventions.

Note that you should confine yourself to the case in the book. It is unwise to venture beyond this. Also note that this is an updated case from the Nucor case presented in the second edition of the text.

Study Schedule

Semester 5, 2007

Start of Week	Session One Topics	Chapter	Comments
3 December 2007	Introduction The external environment	1 2	McDonalds in India external
4 December 2007	The internal environment	3	McD India internal
5 December 2007	Business level strategies Analysing a case: The whole picture	4	McD India strategies
6 December 2007	Competitive rivalry	5	Analysing whole foods
7 December 2007	Corporate level strategies	6	Whole foods continued
Start of Week	Session Two Topics	Chapter	Comments
7 January 2008	Acquisitions	7	Hubbard's analysis
8 January 2008	International strategy	8	
9 January 2008	Cooperative strategy	9	
10 January 2008	Corporate governance	10	Resene Paints analysis
11 January 2008	Organisation structure and review	11	
<p>A Calendar/Study Planner showing dates is available from School of Management website at http://www.utas.edu.au/mgmt/student.htm.</p>			