

**BMA799**  
**Strategic Management**  
**(Full-time)**

*Semester 2, 2008*

This unit will be offered in:

**Hobart**

The lecturing team responsible will be:

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

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## 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 core competencies and its ability to take advantage of opportunities in a highly competitive global 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.

### Enrolment in the unit

Unless there are exceptional circumstances, students should not enrol in BMA units after the end of week two of semester, 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.

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## Learning Outcomes

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

- Demonstrate knowledge and understanding of the main theories, concepts and frameworks relating to strategy in organisations
- Analyse factual situations presented in case studies and apply to that analysis those main theories, concepts and frameworks
- Conceptualise and articulate strategy in terms of the complexity and uncertainty facing business organisations
- Critically evaluate the usefulness and relevance of existing theories, concepts and frameworks in dealing with issues in strategic management

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## 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 central theory in strategic management
- To help you in applying strategic management principles to present or future work experiences
- To enable you to integrate conceptual approaches to strategic management and write 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

#### Social Responsibility

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

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## Texts

### Prescribed Texts

Hanson, D, Dowling, P, Hitt, M, Ireland, R. & Hoskisson, R. 2007. *Strategic management: Competitiveness and globalisation*. Melbourne: Thompson.

### 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*

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## Recommended Reading

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

### Books

Barney, J. & Hesterly, W. 2006. *Strategic management and competitive advantage*. New Jersey: Pearson.

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 UP.

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

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

De Wit, B. & Meyer, R. 2004. *Strategy: Process, content, context* (3<sup>rd</sup> ed.). London: Thompson.

Fishman, T. 2006. *China, inc: The relentless rise of the next great superpower*. Sydney: Pocket Books.

- 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*. London: Wiley.
- Klein, N. 2000. *No logo*. London: Scribe.
- 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* (3<sup>rd</sup> 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. 2004. *Competitive strategy*. New York: The Free Press. (first published 1980)
- Porter, M., Taeuchi, H. & Sakakibara, M. 2000. *Can Japan compete?* Hampshire: MacMillan.
- 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*

*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.

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## Unit Structure

Classes are held every week. There is a three-hour time slot that is used for a lecture and, as the unit advances, analysis of cases. There are also articles that you must read; one is allocated to each week.

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## Flexible Learning: MyLO

MyLO 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 MyLO from your own computer you will need the appropriate software, and hardware to run that software. See *Learning Online* at <http://uconnect.utas.edu.au/> 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 6226 1818 if you experience difficulties. The School of Management has prepared a MyLO 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 MyLO please contact the lecturer-in-charge of this unit or view the University of Tasmania MyLO Privacy Policy Statement available from the university website on <http://www.utas.edu.au/coursesonline/privacy.htm>.

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## 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*
<b>Coursework</b>			
Test	10	18 August	40 minutes
Case Study Assignment	40	16 September	3000 words
<b>Take-home Examination</b>	50	Exam Period	1.5 days
Total Marks	100		

- **Word Limit:** The word count includes such items as headings, in-text references, quotes and executive summaries

- **Marking:** The system that will be used for marking the case study assignment and case study within the exam is one based on the idea that students should be rewarded for understanding the case study system and demonstrating that theory has been understood. Therefore, you will be given the best mark you are awarded at either stage, the case study or examination. For example if someone is given 20/40 for the assignment case study but then demonstrates in the exam that they have learned the theory and gets 30/40, they will be given the higher mark in BOTH assessments; accordingly their final total mark is 60/80 for cases (30/40 plus 30/40). If, on the other hand, you are given 35/40 for the assignment case and get only 20/40 for the exam you will be given 35/40 twice (70/80). This last example demonstrates that people who have indicated early understanding of cases and theory will not be penalised relative to those who achieve a later understanding.

## **Study Week**

All weekday postgraduate units offered by the School of Management are scheduled to include a Study Week. The dates for this Semester are shown in the attached Study Schedule.

The purpose of the Study Week is to allow students an opportunity to consolidate their studies thus far, and to research coming assignments.

## **Examination**

### ***Format***

The final examination will be a one-and-a-half day take-home examination. It will be available from the School of Management office on the morning of the exam and must be returned by 2pm the next day. The examination is worth 50 per cent of the total available marks.

The examination will consist of a case study and a series of questions to be answered about the case. In addition, you will need to answer two (2) essay questions from a choice of five (5). In the weeks leading up to the exam period ten possible essay questions will be distributed to students. This same list will be used to set the exam, in other words, you will know the exam questions before the exam and can prepare answers beforehand. These questions are relatively complex and involve thought rather than simple description of theory.

The normal rules for examinations remain: you must not collaborate or share work and plagiarism will result in failure. In addition, if ill on the day of the examination you must obtain a medical certificate and then, if permission has been granted, sit a supplementary exam at a later date

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

### ***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. 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](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, it must have no notes written in it. In order to use a bilingual dictionary students must request permission from the Student Centre.

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## 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/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 by 2.00 pm 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](http://www.admin.utas.edu.au/hr/ohs/pol_proc/ohs.pdf)

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## **Unit Presentation**

The unit is based on a combination of learning strategy theory from the text and through lectures, as well as from case-based learning and the reading of strategy articles. The lecture material is based on the prescribed text and this gives you the tools to assess strategies and analyse cases. The case-based material is introduced in the second class and is then a part of every other class. It enhances your knowledge by making it practical; strategy theory is designed to be real-world oriented and useable and cases are the best way to get the right kinds of use-oriented thinking going. For case-based teaching to work it is essential that you have read and analysed the appropriate case before the class. The reading of articles extends the theory. Strategy theory needs to be learnt and then further examined in order to see how well it holds up to alternative thinking. So, what we do is learn a mainstream version of the theory (and the Hanson et al book is based on the bestselling book in the USA and is also a bestseller in Australia), and then we expand upon and assess it in various ways.

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## Assignment Topics

### Test

*Due Date:* 18 August 2008

*Length:* 40 multiple choice questions, 40 minutes

*Value:* 10 marks

## Case Study Assignment

*Due Date:* 16 September 2008

*Length:* 3000 words (maximum)

*Value:* 40 marks

### *Case*

Read the case: “Nucor”.

### *Question*

Outline the strategies that Nucor should implement in order to prosper in the coming decade.

### *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.
- You may use academic or other material extraneous to the Case to assist you in developing and justifying your recommended strategies however you usually do not need to do so.
- Marks may be deducted for a failure to comply with presentation standards (see above) and for failing to observe referencing conventions.

### Articles

(Note that not all weeks have articles listed but that there may be additional articles set for reading as the course continues.)

(The listed articles are available on a CD provided to you.)

Chapter 2. The Economist. 2006. A long walk: A survey of Saudi Arabia. January 7. *Survey*, 3-12.

Chapter 3. Kling, K, & Goteman, I. 2003. Ikea CEO Anders Dahlvig on international growth and Ikea’s unique corporate culture and brand identity. *AME*, 17 (1): 31-38.

Chapter 4. Mehri, D. 2006. The darker side of lean: An insider’s perspective on the realities of Toyota’s production system. *AMP*, 20 (2): 21-43.

Chapter 7. Cascio, W. 2005. Strategies for possible restructuring. *AME*, 19 (4): 39-51.

Chapter 8. Hoppe, M. 2004. An interview with Geert Hofstede. *AME*, 18 (1): 75-80.

Chapter 9. Arino, A & Reuer, J. 2004. Designing and renegotiating strategic alliance contracts. *AME*, 18 (3): 37-49.

Chapter 11. Paik, Y & Choi, D. 2005. The shortcomings of a standardised global knowledge management system: The case study of Accenture. *AME*, 19 (2): 81-85.

Chapter 12. Javidan, et.al. 2006. In the eye of the beholder. *AMP*, 20 (1): 67-91.

Chapter 13. Nicholls–Nixon, C. 2005. Rapid growth and high performance: The entrepreneur’s dream. *AME*, 19 (1): 77-90.

### **Inside Business videos**

It is a good idea to check the Inside Business website regularly (it is easily googled up). This site has daily additions of videos about current strategy issues.

## Study Schedule

Semester 2, 2008

Week Commencing	Topic	Text	Campus
14 July	Strategic management and analysing the external environment	Chapters 1 and 2	Hobart
21 July	The internal environment	Chapter 3	Hobart
28 July	Business level strategy	Chapter 4	Hobart
4 August	Competitive dynamics	Chapter 5	Hobart
11 August	Corporate strategy	Chapter 6	Hobart
18 August	Acquisition and restructuring strategy	Chapter 7	Hobart
25 August	International strategy	Chapter 8	Hobart
Mid-Semester Break 1—5 September			
8 September	Cooperative strategy	Chapter 9	Hobart
15 September	Corporate governance	Chapter 10	Hobart
22 September	<i>Study Week (22–26 September)</i>		
29 September	Organisation structure	Chapter 11	Hobart
6 October	Review, and Case analysis practice	Chapter 12	Hobart
Examination Period: 25 October—11 November 2008			
A Calendar/Study Planner showing dates is available from School of Management website at <a href="http://www.utas.edu.au/mgmt/student.htm">http://www.utas.edu.au/mgmt/student.htm</a> .			