

**BMA302**  
**Strategic Management**

*Semester 3, 2008*

This unit will be offered in:

**Hobart**

The lecturer responsible for this unit is:

**Peter Dixon (Lecturer-in-Charge)**

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

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## **Introduction to the Unit**

By now you will have studied and be familiar with those units concerning the 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. 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 it 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.

You also need to be aware that this unit includes insights and arguments that are not in the textbook. The lectures will include extra material that is examinable and attendance at lectures is therefore strongly recommended.

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

### **Enrolment in the unit**

Unless there are exceptional circumstances, students should not enrol in BMA Summer 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.

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## **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 strategic management theory to that analysis
- Evaluate critically the usefulness and relevance of existing theories, concepts and frameworks for 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

- 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 using a range of resources

### Global Perspective

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

### Social Responsibility

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

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## Prerequisites

Successful completion of any four level 200 BMA units (ie 50% of level 200) in a relevant major.

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## Texts

### Prescribed Text

Hanson, D., Dowling, P.J., Hitt, M.A., Ireland, R.D. & Hoskisson, R.E. 2008. *Strategic management: Competitiveness and globalisation* (3<sup>rd</sup> 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*

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## 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: O.U.P.

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

De Rond, M. 2005. *Strategic Alliances as social facts*. Cambridge, Cambridge U ni press.

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 2<sup>nd</sup> 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*. (2<sup>nd</sup> 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*. 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* (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* (4<sup>th</sup> 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*

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## **Summer Semester Structure**

The Summer Semester consists of two compacted study sessions. The first session runs from 10 December to 14 December—with 3 hours per unit per day. The second session runs from 14 January to 18 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.

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## **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/courseonline/privacy/index.html>.

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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>			
Assignment - Essay	10	14 December 2007	1000 words maximum
Case Study Report	30	14 January 2008	2000 words maximum
<b>Examination</b>	60	Exam Period	
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*

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 Section A students will choose three from five essay questions with each essay question worth 10 marks. The total for Section A is 30 marks. In Section B students must read a strategy case and answer two compulsory questions, one worth 20 and the other worth 10 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.

### ***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 in the first instance. Students may also contact the Catalyst Officer, who will be able to help in identifying the issues that need to be addressed, give general advice, assist by liaising with academic staff, as well as referring students to any relevant University-wide support services. The Catalyst Officer is located in room 318a in the Commerce Building in Hobart and is contactable by phone on 6226 1916. There is also a range of University-wide support services available including Student Services, International Services and Learning Development. Please refer to the *Current Students* homepage at: <http://www.utas.edu.au/students/index.html>

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, 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 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](http://www.admin.utas.edu.au/hr/ohs/pol_proc/ohs.pdf)

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## Assignment Topics

### Essay

*Due Date:* 14 December 2007

*Length:* 1000 words maximum

*Value:* 10 marks

Write an essay on one of the topics from the following list:

#### ***Topic 1***

Why is it important for a firm to study and understand its external and internal environments?

#### ***Topic 2***

What are the risks associated with a differentiation strategy? You must support your answer with examples of problematic differentiation strategies as well as successful strategies.

The essay must be analytical and must go beyond merely stating the views of various writers: students must examine the various arguments, look for strengths and weaknesses in each and draw logical conclusions. The application of theory to practice should be demonstrated. Students will need to have consulted a sufficient number of texts and academic journals in preparing this essay.

## Case Study Report

*Due Date:* 14 January 2008

*Length:* 2000 words maximum

*Value:* 30 marks

### *The requirement*

Analyse the *Nucor in 2005 Case* (Hanson et al – Case 6)

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

- External analysis (including an industry and competitor analysis)
- Internal analysis
- Description of the present strategies of the company (up to and including corporate level strategies)
- 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 provided earlier in the semester. Marks will 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/mgmt/student/.htm>.

# Study Schedule

Semester 3, 2008

<b>Start of Week</b>	<b>Session One Topics</b>	<b>Chapter</b>	<b>Comments</b>
10 December 2007	Introduction; External Environment	1 & 2	
11 December 2007	Internal Environment	3	
12 December 2007	Business Level Strategy; Case Study Workshop	4	
13 December 2007	Corporate Level Strategy	6	
14 December 2007	Cooperative Strategy; Case Study Workshop	9	
			Essay – 14 December 2008
<b>Start of Week</b>	<b>Session Two Topics</b>	<b>Chapter</b>	<b>Comments</b>
14 January 2008	Competitive Dynamics	5	Case Study Report – 14 January 2008
15 January 2008	Acquisitions and Restructuring	7	
16 January 2008	International Strategy	8	
17 January 2008	Organisational Structure	11	
18 January 2008	Review		
<p>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>.</p>			