

BMA302
Strategic Management

Semester 2, 2009

This unit will be offered in:

Hobart & Launceston

The lecturing team responsible will be:

Dr Wayne O'Donohue (Lecturer-in-Charge)

Room: 301 (Hobart)

Phone: 6226 1713

Email: Wayne.Odonohue@utas.edu.au

Dr Colin Winkler

Room: A248 (Hobart)

Phone: 6226 3102

Email: Colin.Winkler@utas.edu.au

<http://www.utas.edu.au/mgmt/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. 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 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.

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 evaluate critically the usefulness and relevance of existing theories, concepts and frameworks for dealing with issues in strategic management;
- Be able to analyse, and apply strategic management theory, to factual situations presented in case studies.

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.

Prerequisites

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

Texts

Prescribed Text

Hanson, D., Dowling, P., Hitt, M., Ireland, R. D. & Hoskisson, R. 2008. *Strategic management: Competitiveness and globalisation*. (Pacific Rim Third Edition) Melbourne: Thompson.

You are strongly encouraged to read the following text prior to enrolling in the Unit. It provides a very interesting and easy to read account of a real-life example of strategy implementation in the global steel industry: Bouquet, T. & Oussey, B. 2008. *Cold steel: Britain's richest man and the multi-billion-dollar battle for a global empire*. London: Little Brown Book Group.

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

Referencing Style Manual

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.
- Bouquet, T. & Oussey, B. 2008. *Cold steel Britain's richest man and the multi-billion-dollar battle for a global empire*. London: Little Brown Book Group.
- 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: C.U.P.
- 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*. 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* (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

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** <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.

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>.

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 Report: Part 1	20	2pm 24 th August	1800-2000 words
Case Study Report: Part 2	20	2pm 28 th September	1800-2000 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.

Study Week

All undergraduate 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

There will be a three-hour examination at the completion of the semester. The examination is worth a total of 60 marks and will be in two parts:

- Part A – a multiple choice test consisting of 40 questions worth a total of 20 marks.
- Part B – a case study with two compulsory questions (20 marks each) related to the case. Information about two case studies will be provided via MyLO. One of these two case studies will comprise Part B.

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 Student Adviser, 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 Student Adviser is located in room 318a in the Commerce Building in Hobart and is contactable by phone on 6226 1916. In Launceston the Student Adviser is located in room A168 in Building A and is contactable by phone on 6324 3312. 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

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.

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 next to room 321, Commerce & Economics Building.

Launceston students: Lodge in assignment box beside room A170.

All coursework must be handed in at 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

Tutorial Program

Tutorial Questions for Discussion

Note that the tutorial program does not start until Week 2 of semester.

The tutorial program for this Unit is designed around the analysis of case studies using the theoretical concepts and frameworks covered in the lectures and prescribed text. By attending lectures and participating in the tutorial program you will receive direct assistance to help you understand what is required in the assessment for the Unit. This benefit will not accrue without you doing the preparation indicated.

For tutorials in Weeks 3–8, you will need to download the following case study from MyLO: Dunlop, C., Kruger, C., McPherson, M. & Smyth, A. 2007. Marlows Limited: a retrospective. In Hill, C., Jones, G., Galvin, P. & Haidar, A. *Strategic management: An integrated approach*. (2nd ed.). Brisbane: Wiley & Son.

For Weeks 9–12, the case studies are in the prescribed text as indicated in the program below.

Week 2: Introduction to tutorials; Strategic Management and competitiveness (Chapter 1)

1. You will be advised by the tutor of the teaching and administrative arrangements for tutorials.
2. Discussion:
 - a. What are strategic competitiveness, strategy, and competitive advantage?
 - b. What are the elements of the strategic management process and how are they inter-related?

Week 3: External environment (Chapter 2)

- As preparation, you are expected to analyse Marlows' external environment, applying the theoretical concepts and frameworks covered in the relevant chapter of the prescribed text.

Week 4: Internal environment (Chapter 3)

- As preparation, you are expected to analyse Marlows' internal environment, applying the theoretical concepts and frameworks covered in the relevant chapter of the prescribed text.

Week 5: Business level strategy (Chapter 4)

- As preparation, you are expected to analyse Marlows' business level strategy, applying the theoretical concepts and frameworks covered in the relevant chapter of the prescribed text.

Week 6: Competitive dynamics (Chapter 5)

- As preparation, you are expected to analyse the competitive dynamics affecting Marlows, applying the theoretical concepts and frameworks covered in the relevant chapter of the prescribed text.

Week 7: Study Week

Week 8: Corporate strategy (Chapter 6)

- As preparation, you are expected to analyse Marlows' corporate level strategy, applying the theoretical concepts and frameworks covered in the relevant chapter of the prescribed text.

Week 9: Acquisitions and restructuring (Chapter 7)

- As preparation, you are expected to analyse Case 7: ‘News Corp in 2005: consolidating the DirecTV acquisition’ (pp. 525–532 in the prescribed text Hanson et al. 2008), applying the theoretical concepts and frameworks covered in the relevant chapter of the prescribed text.

Week 10: International strategy (Chapter 8)

- As preparation, you are expected to analyse Case 1: ‘Hearing with the aid of implanted technology: the case of Cochlear – an Australian high-technology leader’ (pp. 459–464 in the prescribed text Hanson et al. 2008), applying the theoretical concepts and frameworks covered in the relevant chapter of the prescribed text.

Week 11: Cooperative strategy (Chapter 9)

- As preparation, you are expected to analyse Case 3: ‘DaimlerChrysler: corporate governance dynamics in a global company’ (pp. 470–487 in the prescribed text Hanson et al. 2008), applying the theoretical concepts and frameworks covered in the relevant chapter of the prescribed text.

Week 12: Corporate governance & structure (Chapters 10 & 11)

- As preparation, you are expected to analyse Case 3: ‘DaimlerChrysler: corporate governance dynamics in a global company’ (pp. 470–487 in the prescribed text Hanson et al. 2008), applying the theoretical concepts and frameworks covered in the relevant chapters of the prescribed text.

Week 13: Unit review

Revision - Come with your questions.

Assignment Topics

Case Study Report

<i>Due Date:</i>	Part 1 – 2pm Monday 24 th August;	Part 2 – 2pm Monday 28 th September.
<i>Length:</i>	Part 1 – 1800-2000 words;	Part 2 – 1800-2000 words.
<i>Value:</i>	Part 1 – 20 marks;	Part 2 – 20 marks.

The case firm for analysis and a statement of assessment criteria will be available via MyLO in Week 1 of the Unit.

It is **VERY IMPORTANT** that you use the theoretical concepts and frameworks, and vocabulary that are covered in the Unit. Without explicit use of the theories and language of strategic management, it will not be possible for you to demonstrate your understanding of the topic.

Your report should follow the headings and format outlined in the Case Study Checklist available via MyLO. Each Part of the report should be presented in double line spacing, 12point font size, page numbered, and formatted as per the required headings.

As long as they are properly introduced, dot-points may be used to assist in communicating your analysis. However, excessive or poor use of dot-points will be penalised.

Marks may be deducted where the word total for a Part is over or under the specified limit.

The case study material need not be referenced (either as part of your reference list, or in text). If you use sources additional to the prescribed text and the case, then these must be properly referenced.

Because it is **VERY IMPORTANT** this message is repeated. You must use the theoretical concepts and frameworks, and vocabulary that are covered in the Unit. Without explicit use of the theories and language of strategic management, it will not be possible for you to demonstrate your understanding of the topic.

Study Schedule

Semester 2, 2009

Week	Start of Week	Text Chapter	Topic	Due Dates
1	13 July	1	Introduction to the Unit; Strategic management and competitiveness	
2	20 July	2	The external environment	
3	27 July	3	The internal environment	
4	3 August	4	Business level strategy	
5	10 August	5	Competitive dynamics	
6	17 August	6	Corporate level strategy	
7	24 August		Study Week	Case study – Part 1: due 2pm Monday 24th August
Mid-Semester Break 31 August – 4 September				
8	7 September	7	Acquisitions and restructuring	
9	14 September	8	International strategy	
10	21 September	9	Cooperative strategy	
11	28 September	10 & 11	Corporate governance & structure	Case study – Part 2: due 2pm Monday 28th September
12	5 October	12 & 13	Strategic leadership & entrepreneurship	
13	12 October		Unit Review	
A Calendar/Study Planner showing dates is available from School of Management website at http://www.utas.edu.au/mgmt/student.htm .				