

BMA799
Strategic Management
(full-time)

Semester 2, 2009

This unit will be offered in:

Hobart

The lecturer responsible will be:

Dr Dallas Hanson (Lecturer-in-Charge)

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

Introduction to the Unit

Strategic management is an intellectually stimulating and highly useful subject to study. In fact, without a good understanding of the area it is impossible to think with any precision about the activities of organisations because it involves analysis of the factors which affect the success or otherwise of organisations. This includes examination of factors external to the organisation such as demographics and economic activity, and internal factors such as stocks of resources. The external analysis tells you what you 'should do' and the internal what you 'can do'. Drawing conclusions from such complex data is one of the things that the course will teach you how to do.

This study of strategy is best approached with an open and enquiring mind, a willingness to work hard and consistently and a willingness to listen to advice and learn from it. If you are not business oriented, don't be put off by the fact that it sounds so business oriented; the concepts are generic and the principles underlying strategic management are applicable to both profit-oriented and non-profit 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.

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.
- Draw conclusions from strategy data.
- Apply this knowledge to case studies to reach reasoned conclusions about strategies.
- 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.

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 good written communication in English.

- Present well-reasoned arguments in good strategic management oriented English.
- Listen respectfully to and evaluate the views of others.

Problem Solving Skills

- Conceptualise strategic problems and formulate a range of solutions.
- Analyse the world using a strategic framework.
- Analyse the internal world of the organisation using a strategic framework.
- Identify critical issues facing 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.
- Be able to analyse and integrate global issues into local strategies.

Social Responsibility

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

Texts

Prescribed Texts

Bouquet, T. & Ousey, B 2009. *Cold Steel*. Abacus: London

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

Referencing Style Manual

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* (3rd 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* (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. 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.

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.

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.

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			
In-class Test	10	17 August	30 minutes, 40 questions
Case Study Assignment	40	21 September	10 pages, A4, 12 point Times ,1.5 spacing (not including the cover page)
Examination	50	Exam Period	2 days
Total Marks	100		

* **Page Limit:** The page count includes everything but the cover page which has your name and tutor 's name on it

- **Marking:** The system that will be used for grading the case study assignment and case study within the examination is based on the idea that students should be rewarded for understanding and using the case study system. We do not care at what stage this learning occurs. Accordingly, you get rewarded when you learn; you will be given the best mark you are awarded at either stage, at the assignment case study stage or examination stage. For example if you are given 20/40 for the assignment case study but then demonstrate in the exam case that you have learned the case system and relevant theory and get 30/40, you will be given the higher mark for BOTH assessments and your final 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 system has been used for several years in this subject and works extremely well because it rewards students who work hard.

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 complete upcoming assignments.

Examination

Format

The final examination will be a two 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 5pm the next day. The examination is worth 50 per cent of the total available marks.

The examination will consist of a case study and 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 at least 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 exam is limited to 10 pages of text.

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.

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 at room 316, Commerce & Economics Building.

Launceston students: Lodge in assignment box beside room A170.

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

Unit Presentation

The course is built around reading, reflective listening and note taking, discussion and writing good prose. As resources you have yourselves, your lecturer, your tutor, two texts, tutorials, workshops, and lectures. Here is how it works:

1. The texts

Bouquet and Ousey is essential reading and should be completed early, by week two/three. It is an up to date and very readable journalistic account of a multi billion dollar struggle between two giants in the global steel industry, Mittal and Arcelor. In the end there is only one left. We will analyse the book as we go along in the course, using the strategy concepts we discuss to explain the strategic moves outlined.

Hanson et al is your theory text. It also includes cases that we will analyse. This is your 'theory machine' and is the basis of the course. YOU MUST have access to a copy.

2. The tutorials

You will attend one each week. There, your tutor will further explain the strategy concepts and will discuss articles with you (see point 4). You must prepare for tutorials by doing the appropriate reading. You can ask questions about the theory at tutorials.

3. The workshops

One hour workshops will be held most weeks. At these we will analyse cases, starting with aspects of the *Cold Steel* case. Your job is to conduct a written analysis of the appropriate case. Workshops are the best way of building and (checking on) your understanding of case analysis.

4. The articles

A range of strategy articles will be distributed to you in weeks one and two. They are organised in chapter order (following the order in the Hanson text). You must read them and be able to discuss them at tutorials

Tutorial Program

(In addition to discussing the articles listed, tutorials will involve explanation of theory and answering your questions)

Weeks 1 and 2

Discussion of theory.

Week 3

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

Week 4

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.

Week 5

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.

Week 6

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

Week 7

School of Management Study Week. No classes.

Week 8

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

Week 9

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

Week 10

Theory discussion.

Week 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.

Week 12

Review.

Week 13

Review.

Strategy (case study) Workshops

Weeks 2 and 3

Global Steel, the external world and industry, opportunities and threats.

Weeks 4 and 5

The Golden Arches in India (use as an example of what a written case actually looks like).

Week 6

Mittal and Arcelor, internal analyses.

Week 10

Hubbards Foods.

Week 11

Monsanto.

Assignment Topics

In-class Test

Due Date: Monday 10 August
Length: 40 multiple choice questions, 30 minutes
Value: 10 marks

You will be answering 40 multiple choice questions.

Case Study Assignment

Due Date: Monday 7 September
Length: 10 pages, A4, 12 point, 1.5 spacing (not including the cover page)
Value: 40 marks

Case

Read the case: “Ducati”

Question

Outline the strategies that Ducati 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. The case should be analysed in terms of the timeframe used in it.
- Marks will be deducted for failure to comply with MBA presentation standards
- No material over the 10 page limit will be read by the marker, that is, pages 11 and onwards, if you include them, are a waste of paper.

Study Schedule

Semester 2, 2009

Week	Start of Week	Text Chapter	Topic	Due Dates
1	13 July	Chapters 1 and 2	Strategic management and analysing the external environment	
2	20 July	Chapter 3	The internal environment	
3	27 July	Chapter 4	Business level strategy	
4	3 August	Chapter 5	Competitive dynamics	
5	10 August	Chapter 6	Corporate strategy	In-class Test 17 August
6	17 August	Chapter 7	Acquisition and restructuring strategy	
7	24 August		Study Week	
Mid-Semester Break 31 August – 4 September				
8	7 September	Chapter 8	International strategy	Case Study Assignment due 21 September
9	14 September	Chapter 9	Cooperative strategy	
10	21 September	Chapter 10	Corporate governance	
11	28 September	Chapter 11	Organisation structure	
12	5 October	Chapter 12	Strategic leadership	
13	12 October		Case analysis practice	
A Calendar/Study Planner showing dates is available from School of Management website at http://www.utas.edu.au/mgmt/student.htm .				