Tasmanian School of Business & Economics (TSBE) (School)

College of Business and Economics (College)

BAA311

BUSINESS STRATEGY

12.50 Credit points

Semester 2, 2019

Unit Outline

Hobart, Distance

Unit Coordinator

Alistair Chong
CONTACT DETAILS

Unit coordinator

Unit coordinator: Alistair Chong
Campus: Sandy Bay
Email: Alistair.Chong@utas.edu.au
Phone: +61 3 6226 2815
Room location and number: Maths 353
Consultation hours: TBA

Other teaching staff

Lecturer: AKM Shahidullah
Campus: Hobart & Distance
Email: AKM.Shahidullah@utas.edu.au
Phone: +61 3 6226 6239
# CONTENTS

## WHAT IS THE UNIT ABOUT?  
**Unit Description**  
**Intended Learning Outcomes**  
**Graduate Quality Statement**  
**Alterations to the Unit as a Result of Student Feedback**  
**Prior Knowledge &/or Skills**

## HOW WILL I BE ASSESSED?  
**Assessment Schedule**  
**Assessment Details**  
**How Your Final Result is Determined**  
**Submission of Assignments**  
**Academic Referencing**  
**Academic Misconduct**  
**Student Behaviour**

## WHAT LEARNING OPPORTUNITIES ARE THERE?  
**MyLO**  
**Resources**  
**Activities**  
**Communication**  
**Concerns and Complaints**  
**Further Information and Assistance**  
**Unit Schedule**

## ACCREDITATION  
**AACSB Accreditation**
WHAT IS THE UNIT ABOUT?

Unit description

Strategy is concerned with the long-term direction of an organisation - with making strategic choices about how to best use resources and how to align the firm with the operating environment.

Business Strategy enhances students’ knowledge of the process of strategy formulation, implementation and evaluation with a business, and the key contextual factors and managerial decisions which influence this process. The unit develops skills in research, academic writing and application to current and future business environments. The unit amalgamates aspects from a range of management areas and prepares students to be able to develop and apply sound business strategy methods in practical settings.

While senior managers, entrepreneurs, and strategic consultants are most concerned with an organisation’s strategy, it is important for all professionals to have an understanding of strategy. This will allow them to make better workplace decisions, to win better support for their initiatives, and to improve their changes of gaining appropriate employment.

Intended Learning Outcomes

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

1. Acquire and critically analyse strategy theory
2. Critically analyse complex environments, and use informed judgement to identify strategic issues
3. Apply theory to develop innovative strategic solutions for a business
4. Communicate complex strategic analysis in written and oral forms
Graduate Quality Statement

Successful completion of this unit supports your development of course learning outcomes, which describe what a graduate of a course knows, understands and is able to do. Course learning outcomes are available from the Course Coordinator. Course learning outcomes are developed with reference to national discipline standards, Australian Qualifications Framework (AQF), any professional accreditation requirements and the University of Tasmania’s Graduate Statement.

The University of Tasmania experience unlocks the potential of individuals. Our graduates are equipped and inspired to shape and respond to the opportunities and challenges of the future as accomplished communicators, highly regarded professionals and culturally competent citizens in local, national, and global society. University of Tasmania graduates acquire subject and multidisciplinary knowledge and skills, and develop critical and creative literacies and numeracies and skills of inquiry. They demonstrate the ability to apply this knowledge in changing circumstances. Our graduates recognise and critically evaluate issues of social responsibility, ethical conduct and sustainability, are entrepreneurial and creative, and are mindful of their own wellbeing and that of the community. Through respect for diversity and by working in collaborative ways, our graduates reflect the values of the University of Tasmania.

Alterations to the unit as a result of student feedback

At the conclusion of this unit, you will be asked to provide online responses to a number of matters relating to the learning and teaching within the unit. You are asked to respond honestly to these questions, as all information received is used to enhance the delivery of future offerings.

Prior knowledge &/or skills

Any two intermediate level 200 units.
HOW WILL I BE ASSESSED?

Assessment schedule

<table>
<thead>
<tr>
<th>Assessment task</th>
<th>Date due</th>
<th>Percent weighting</th>
<th>Links to Intended Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Just In Time Teaching</td>
<td>Weekly weeks 2-12 (11:59pm Sunday)</td>
<td>10</td>
<td>LO1, LO2, LO3</td>
</tr>
<tr>
<td>Essay</td>
<td>5pm Friday 30th August</td>
<td>20</td>
<td>LO1, LO3, LO4</td>
</tr>
<tr>
<td>Case Study</td>
<td>5pm Friday 27th September</td>
<td>40</td>
<td>LO2, LO3, LO4</td>
</tr>
<tr>
<td>Exam</td>
<td>Exam period 26th Oct to 12th Nov</td>
<td>30</td>
<td>LO1, LO2, LO3, LO4</td>
</tr>
</tbody>
</table>

Assessment details

Assessment Task 1: Test or quiz

Task description

Online Quiz (10 Marks)

At the end of each week from weeks 2-12, a JITT will be made available for students to complete to solidify their knowledge of the topic for that week.

These JITT’s will consist of up to 10 multiple choice or true/false questions.

The JITTs will be delivered through MyLO and will be available throughout the semester. Once the JITTs have been made available, you are able to skip ahead and complete all of them prior to the module covered.

The best preparation for these will be through completing the recommended chapter readings.

Criterion Number | Criterion Description | Measures ILO:
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Recall strategy theory and concepts</td>
<td>LO1</td>
</tr>
<tr>
<td>2</td>
<td>Explain strategy theory and concepts</td>
<td>LO2</td>
</tr>
<tr>
<td>3</td>
<td>Compare, contrast and critically evaluate strategy theory and concepts</td>
<td>LO3</td>
</tr>
</tbody>
</table>

Task Length

Up to 10 multiple choice questions

Due by date

Weeks 2 to 12 by 11:59pm Sunday
Assessment Task 2: Essay

Task description

Essay (20 Marks)
The purpose of this task is to assess your knowledge of the competitive advantage concept. For this task you are required to write an essay 2000 words addressing the following questions:

What is strategy and why is it important in business and not-for-profit organisations? What challenges do organisations face in trying to develop and implement a strategy? Do you think strategy is still a relevant concept in the modern competitive environment? Use examples to support your answers.

These questions should be answered in essay format, with an introduction, body and conclusion. There is no requirement for a table of contents or subheadings. The text for this assignment should be in 12-point font with double line spacing. Examples are encouraged, and should be used to support your answers. A minimum of eight (8) academic references should be used.

<table>
<thead>
<tr>
<th>Criterion Number</th>
<th>Criterion Description</th>
<th>Measures ILO:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Identify key strategic management theories</td>
<td>LO1</td>
</tr>
<tr>
<td>2</td>
<td>Explain strategic management concepts</td>
<td>LO1, LO2</td>
</tr>
<tr>
<td>3</td>
<td>Review of relevant theories and literature</td>
<td>LO2, LO3</td>
</tr>
<tr>
<td>4</td>
<td>Use of examples to demonstrate understanding of the topic area</td>
<td>LO4</td>
</tr>
<tr>
<td>5</td>
<td>Write using academic language and structure</td>
<td>LO4</td>
</tr>
<tr>
<td>6</td>
<td>Adhere to referencing conventions and acknowledging sources</td>
<td>LO4</td>
</tr>
<tr>
<td>7</td>
<td>Adhere to presentation conventions</td>
<td>LO4</td>
</tr>
</tbody>
</table>

Task Length

2000 words

Due by date

5:00pm Friday 30th August
Assessment Task 3: Case Study

Task description
Case (Written Report and Presentation)
This assessment task requires you to perform a detailed analysis of a case organisation, their strategic environment, and their viable future strategies (a copy of the case is available from the Assessment 3 folder on MyLO). You may supplement the knowledge gained from this case study with your own research on the company and the industry (or industries) in which they compete.

Your assignment should follow the case analysis process as outlined in the text, and in the instructional video on MyLO (in the assignment 3 folder).

The focus of this case study is business level strategy.

<table>
<thead>
<tr>
<th>Criterion Number</th>
<th>Criterion Description</th>
<th>Measures ILO:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Identify and analyse issues in the general environment.</td>
<td>LO1, LO2</td>
</tr>
<tr>
<td>2</td>
<td>Identify and analyse issues in the industry and competitor environment</td>
<td>LO1, LO2</td>
</tr>
<tr>
<td>3</td>
<td>Identify and analyse issues in the internal environment</td>
<td>LO1, LO2</td>
</tr>
<tr>
<td>4</td>
<td>Apply strategy theory to the issues</td>
<td>LO1, LO2</td>
</tr>
<tr>
<td>5</td>
<td>Propose and justify strategies</td>
<td>LO3</td>
</tr>
<tr>
<td>6</td>
<td>Write using academic language and structure</td>
<td>LO4</td>
</tr>
<tr>
<td>7</td>
<td>Adhere to referencing conventions and acknowledge sources</td>
<td>LO4</td>
</tr>
<tr>
<td>8</td>
<td>Adhere to presentation conventions</td>
<td>LO4</td>
</tr>
</tbody>
</table>

Task Length: 2000 words

Due by date: 5pm Friday 27th September
### Assessment Task 4: Exam

The final examination will be closed book. It will be 2 hours in duration, and is worth 30% of the total marks for this unit.

More information on the exam and its contents will be provided later in the semester.

<table>
<thead>
<tr>
<th>Criterion Number</th>
<th>Criterion Description</th>
<th>Measures ILO:</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td></td>
<td>LO1, LO2, LO3, LO4</td>
</tr>
</tbody>
</table>

**Task Length**

2 hours

**Due by date**

The final exam is conducted by the Student Centre in the formal examination period. See the [Examinations and Results](#) page on the University’s website, or access your personal exams timetable by logging into the [eStudent Centre – Personal Exams Timetable](#) for a specific date, time and location closer to the examination period.
How your final result is determined

To pass this unit, you need to demonstrate your attainment of each of the Intended Learning Outcomes.

Your grade will be determined in the following way:

Your overall mark in this unit will be determined by combining your results from each assessment task. These marks are combined to reflect the percentage weighting of each task. You need to achieve an overall score of at least 50% to successfully complete this unit. It is expected that you will seek help (from the unit coordinator in the first instance), well before the due date, if you are unclear about the requirements for an assessment task.

- PP (pass) at least 50% of the overall mark but less than 60%
- CR (credit) at least 60% of the overall mark but less than 70%
- DN (distinction) at least 70% of the overall mark but less than 80%
- HD (high distinction) at least 80% of the overall mark

All grades are provisional, until confirmation by the Assessment Board at the end of semester.

Submission of assignments

The act of submitting your assignment will be taken as certification that it is your own work.

Assignments must be submitted electronically through the relevant assignment tab in MyLO. You must ensure that your name, student ID, unit code, tutorial time and tutor’s name (if applicable) are clearly marked on the first page. If this information is missing, the assignment will not be accepted and, therefore, will not be marked.

Where relevant, Unit Coordinators may also request you to submit a paper version of your assignment. You will be advised by the Unit Coordinator of the appropriate process relevant to your campus.

Please remember that you are responsible for lodging your assessment items on or before the due date and time. We suggest you keep a copy. Even in a perfect system, items sometimes go astray.

Requests for extensions

In this Policy:

1. (a) ‘day’ or ‘days’ includes all calendar days, including weekends and public holidays;
(b) ‘late’ means after the due date and time; and
(c) ‘assessment items’ includes all internal non-examination based forms of assessment

2. This Policy applies to all students enrolled in TSBE Units at whatever Campus or geographical location.

3. Students are expected to submit assessment items on or before the due date and time specified in the relevant Unit Outline. The onus is on the student to prove the date and time of submission.

4. Students who have a medical condition or special circumstances may apply for an extension. Requests for extensions should, where possible, be made in writing to the Unit Coordinator on or before the due date. Students will need to provide independent supporting documentation to substantiate their claims.

**Penalties**

Late submission of assessment items will incur a penalty of 10% of the total marks possible for that piece of assessment for each day the assessment item is late unless an extension had been granted on or before the relevant due date.

Assessment items submitted more than five (5) days late will not be accepted.

Academic staff do NOT have the discretion to waive a late penalty, subject to clause 4 above.

**Review of results and appeals**

Review of Assessment is available to all students once the University has released the final result for a unit. If you are dissatisfied with your final result, you may apply to have it reviewed. Applications for a review of assessment are due within 10 working days of the release of the final result in the unit. When applying for a review, you must pay a $50 fee.

If you wish to have a piece of internal assessment reviewed as part of the review process, please state this clearly on the application form referred to above and include that assessment item with your application.

Please read and follow the directions provided by the University at:


**Academic referencing**

Before starting your assignments, you are advised to familiarise yourself with the following electronic resources.

The first is the Harvard Referencing System Style Guide, which can be accessed from the UTAS library: [http://utas.libguides.com/content.php?pid=27520&sid=199808](http://utas.libguides.com/content.php?pid=27520&sid=199808). The Harvard style is the appropriate referencing style for this unit and the guide provides
information on presentation of assignments, including referencing styles. In your written work you will need to support your ideas by referring to scholarly literature, works of art and/or inventions. It is important that you understand how to correctly refer to the work of others and maintain academic integrity.

Failure to appropriately acknowledge the ideas of others constitutes academic dishonesty (plagiarism), a matter considered by the University of Tasmania as a serious offence.

The second is the Tasmanian School of Business and Economics’ Writing Assignments: A Guide, which can be accessed at: http://www.utas.edu.au/business-and-economics/student-resources. This guide provides you with useful information about the structure and style of assignments in the TSBE.

In your written work you will need to support your ideas by referring to scholarly literature, works of art and/or inventions. It is important that you understand how to correctly refer to the work of others, and how to maintain academic integrity.

The University library provides information on presentation of assignments, including referencing styles and should be referred to when completing tasks in this unit.

Please read the following statement on plagiarism. Should you require clarification please see your unit coordinator or lecturer.

**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, 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. You may also find the Academic Honesty site on MyLO of assistance.

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.

The University and any persons authorised by the University may submit your assessable works to a plagiarism checking service, to obtain a report on possible instances of plagiarism. Assessable works may also be included in a reference database. It is a condition of this arrangement that the original author’s permission is required before a work within the database can be viewed.
For further information on this statement and general referencing guidelines, see the Plagiarism and Academic Integrity page on the University web site or the Academic Honesty site on MyLO.

Academic misconduct

Academic misconduct includes cheating, plagiarism, allowing another student to copy work for an assignment or an examination, and any other conduct by which a student:

a. seeks to gain, for themselves or for any other person, any academic advantage or advancement to which they or that other person are not entitled; or

b. improperly disadvantages any other student.

Students engaging in any form of academic misconduct may be dealt with under the Ordinance of Student Discipline, and this can include imposition of penalties that range from a deduction/cancellation of marks to exclusion from a unit or the University. Details of penalties that can be imposed are available in Ordinance 9: Student Discipline – Part 3 Academic Misconduct.

Student Behaviour

The University Behaviour Policy sets out behaviour expectations for all members of our University community including students and staff.

The aim in doing so is to ensure that our community members are safe, feel valued and can actively contribute to our University mission.

It is expected that community members behave in a manner that is consistent with our University values – respect, fairness and justice, integrity, trust, responsibility and honesty. There are also certain behaviours that are considered inappropriate, such as unlawful discrimination, bullying and sexual misconduct.

The accompanying University Behaviour Procedure sets out the process and avenues that University community members can access to resolve concerns and complaints regarding inappropriate behaviour by a University community member. Wherever possible, the focus will be on early intervention and a ‘restorative’ approach that creates awareness of inappropriate behaviour and its impact on others. However, in some cases, students who engage in inappropriate behaviour may be subject to disciplinary proceedings, which may impact upon continuation of their studies.

Students can seek support and assistance from the Safe and Fair Community Unit SaFCU@utas.edu.au or ph: 6226 2560.

Matters are dealt with in confidence and with sensitivity.
WHAT LEARNING OPPORTUNITIES ARE THERE?

MyLO

MyLO is the online learning environment at the University of Tasmania. This is the system that will host the online learning materials and activities for this unit.

Getting help with MyLO

It is important that you are able to access and use MyLO as part of your study in this unit. To find out more about the features and functions of MyLO, and to practice using them, visit the Getting Started in MyLO unit.

For access to information about MyLO and a range of step-by-step guides in pdf, word and video format, visit the MyLO Student Support page on the University website.

If something is not working as it should, contact the Service Desk (Service.Desk@utas.edu.au, phone 6226 1818), or Request IT Help Online.

Resources

Required readings

You will need the following text [available from the Co-op Bookshop]:

Hanson, D, Hitt, MA, Ireland, RD; Hoskisson, RE 2017, Strategic management: competitiveness and globalisation, Cengage Learning, Melbourne.

Recommended readings


Bender, J 2010, Lego: a love story, John Wiley & Sons, NJ.


Chandler, A, Hagstrom, P; Solvell, O 2000, The dynamic firm, Oxford UP, USA.

Coll, S 2012, Private empire: Exxon Mobil and American power, Allen Lane, NY.

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


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


Kaplan, R 2012, The revenge of geography, Randon House NY.

Levy, S 2011, In the plex: how Google thinks, works and shapes our lives, Simon and Schuster, NY.


Peng, M 2014, Global strategy, Cengage, USA.


Reich, R 2008, Supercapitalism, Scribe, Melbourne.

Thompson, P & Macklin, R 2009, The big fella: the rise and rise of BHP Billiton, Heinemann, Melbourne.

In addition to the texts (or software) recommended above, students are also expected to be familiar with the key academic journals in the discipline from which useful insights may be derived. The following refereed journals publish articles concerning ethical and social issues related to business and management practice.

Academy of Management Journal
Academy of Management Review
Asia Pacific Journal of Management
California Management Review
Harvard Business Review
Journal of General Management

Reading Lists
Reading Lists provide direct access to all material on unit reading lists in one place. This includes eReadings and items in Reserve. You can access the Reading List for this unit from the link in MyLO, or by going to the Reading Lists page on the University Library website.

Activities

Learning expectations

The University is committed to high standards of professional conduct in all activities, and holds its commitment and responsibilities to its students as being of paramount importance. Likewise, it holds expectations about the responsibilities students have as they pursue their studies within the special environment the University offers.

Students are expected to participate actively and positively in the teaching/learning environment. They must attend classes when and as required, strive to maintain steady progress within the subject or unit framework, comply with workload expectations, and submit required work on time.

Details of teaching arrangements
In each teaching week, students are expected to attend or listen to one 2-hour lecture and one 1-hour workshop.
Specific attendance/performance requirements
N/A

Teaching and learning strategies
The University is committed to a high standard of professional conduct in all activities, and holds its commitment and responsibilities to its students as being of paramount importance. Likewise, it holds expectations about the responsibilities students have as they pursue their studies within the special environment the University offers. The University’s Code of Conduct for Teaching and Learning states:

Students are expected to participate actively and positively in the teaching/learning environment. They must attend classes when and as required, strive to maintain steady progress within the subject or unit framework, comply with workload expectations, and submit required work on time.

In order to achieve the learning outcomes, the unit has been designed around a thirteen (13) week study schedule. Content will be delivered via lectures, tutorials, additional readings, and special online discussions through MyLO. The University’s MyLO (My Learning Online) system will be used as the central platform for posting and accessing resources and learning material. The assessment of the learning outcomes will take place via four pieces of assessment: an online test, an essay, a case analysis, and an examination.

It is our expectation that students come to lectures and workshops having covered all the required readings, and with notes addressing the tutorial questions. Students are expected to participate actively in in-class discussions, and to ask questions of the teaching team whenever they are unsure about the unit content, or the assessment requirements for the unit.

Lecture content will be pre-recorded and available through MyLO.

Work Health and Safety (WHS)
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 Work Health and Safety website and policy.
Communication

TO KEEP UP WITH ANNOUNCEMENTS REGARDING THIS UNIT

Check the MyLO Announcement tool at least once every two days. The unit Announcement will appear when you first enter our unit’s MyLO site. Alternatively, click on the Announcement button (towards the top of the MyLO screen) at any time.

WHEN YOU HAVE A QUESTION

Other students may have the same question that you have. Please go to the Ask the Class Discussion Forum on our course’s MyLO site. Check the posts that are already there – someone may have answered your question already. Otherwise, add your question as a new topic. Students are encouraged to support each other using this forum – if you can answer someone’s question, please do. We will attempt to respond to questions within 48 business hours. If your question is related to a personal issue or your performance in the unit, please contact the appropriate teaching staff member by email instead.

WHEN YOU HAVE AN ISSUE THAT WILL IMPACT ON YOUR STUDIES OR THE SUBMISSION OF AN ASSESSMENT TASK

If you have a personal question related to your studies or your grades, please contact teaching staff by email.

For general questions about the unit, please add them to the Ask the Class Discussion forum on the unit’s MyLO site. This way, other students can also benefit from the answers.

A NOTE ABOUT EMAIL CORRESPONDENCE

You are expected to check your UTAS email (WebMail) on a regular basis – at least three times per week. To access your WebMail account, login using your UTAS username and password at https://webmail.utas.edu.au/. We receive a lot of emails. Be realistic about how long it might take for us to respond. Allow at least TWO (2) business days to reply. Staff are not required to respond to emails where students do not directly identify themselves, are threatening or offensive, or come from external (non-UTAS) email accounts.

Concerns and complaints

The University is committed to providing an environment in which any concerns and complaints will be treated seriously, impartially and resolved as quickly as possible. We are also committed to ensuring that a student may lodge a complaint without fear of disadvantage. If you have a concern, information about who to contact for assistance is available on the 'How to resolve a student complaint' page.
Further information and assistance

If you are experiencing difficulties with your studies or assignments, have personal or life-planning issues, disability or illness which may affect your course of study, you are advised to raise these with the unit coordinator in the first instance.

There is a range of University-wide support services available to you including Student Learning Support, Student Advisers, Disability Services, and more which can be found on the Student Support and Development page of the University website.

Should you require assistance in accessing the Library, visit their website for more information.

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:


If you do not feel comfortable contacting one of these people, or you have had discussions with them and are not satisfied, then you are encouraged to contact:

ACADEMIC DIRECTOR – UNDERGRADUATE PROGRAMS

Students are also encouraged to contact their Undergraduate 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. Please refer to the Student Adviser listings at www.utas.edu.au/first-year/student-advisers for your adviser’s contact details.

There is also a range of University-wide support services available to students, including Student Centre Administration, Careers and Employment, Disability Services, International and Migrant Support, and Student Learning and Academic Support. Please refer to the Current Students website (available from www.utas.edu.au/students) for further information.

If you wish to pursue any matters further then a Student Advocate may be able to assist. Information about the advocates can be accessed from www.utas.edu.au/governance-legal/student-complaints. The University also has formal policies, and you can find out details about those from that link.
<table>
<thead>
<tr>
<th>WEEK/ TOPIC</th>
<th>DATE BEGINNING</th>
<th>ACTIVITIES</th>
<th>RESOURCES/READINGS/ FURTHER INFORMATION</th>
</tr>
</thead>
</table>
| 1          | 15th July      | Part A: Unit Introduction  
Part B What is strategy and why is it important? | Chapter 1 |
| 2          | 22nd July      | External Analysis 1: Understanding the General Environment | Chapter 2 |
| 3          | 29th July      | External Analysis 2: Understanding the Industry Environment | Chapter 2 |
| 4          | 5th August     | Internal Analysis: Understanding Resources, Capabilities & Core Competencies | Chapter 3 |
| 5          | 12th August    | Business-Level Strategy | Chapter 4 |
| 6          | 19th August    | Competitive Rivalry & Market Dynamics | Chapter 5 |
| 7          | 26th August    | Corporate Level Strategy | Chapter 6 |

**Mid Semester Break – 2nd September to 8th September**

| 8          | 9th September  | Mergers and Acquisition | Chapter 7 |
| 9          | 16th September | Alliances, Networks and Cooperative Strategies | Chapter 8 |
| 10         | 23rd September | International Strategy | Chapter 9 |
| 11         | 30th September | Corporate Governance | Chapter 10 |
| 12         | 7th October    | Organisational Structure & Controls | Chapter 11 |
| 13         | 14th October   | Strategic Entrepreneurship | Reading on MyLO |

**Exam Period 26 October - 12 November**
ACCREDITATION

AACSB Accreditation

The Tasmanian School of Business and Economics (TSBE) is currently in the process of applying for business accreditation with the Association to Advance Collegiate Schools of Business (AACSB) – the lead program for accrediting business schools globally. AACSB seeks to connect educators, students, and business to achieve a common goal – to create the next generation of business leaders.

By joining AACSB and going through the accreditation process, TSBE is joining a global alliance committed to improve the quality of business education around the world, and to share the latest innovations in business education. Gaining Business Accreditation with AACSB is a multi-year process involving TSBE demonstrating our performance against the 15 accreditation standards.

Once complete, TSBE will join a select community of accredited business schools, with only 7% of all business schools globally having completed the AACSB process. This will further enhance the reputation of TSBE, and further enhance the global recognition of your qualifications. To find out more about AACSB click here.