UNIT OUTLINE
Read this document to learn essential details about your unit. It will also help you to get started with your studies.

BMA202
Strategic Management

Semester 2, 2017

THIS UNIT IS BEING OFFERED IN:

HOBART AND BY DISTANCE

Taught by:

Dr Stuart Crispin
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Contact Details

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Consultation: By Appointment
Unit Description

Strategy is concerned with the long term direction of an organisation. This unit explores corporate-level strategy, business-level strategy, and strategic congruence—the fit between an organisation, its components, and its environment. These are fundamental drivers of an organisation’s long-term success.

The unit provides students with models, tools and techniques that shape an organisation’s or a business’s strategic position, and hence to develop appropriate strategic choices. Thus, we will explore concepts such as resources and capabilities, industry analysis, generic business and corporate level strategies, and tools of governance and control.

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 chances of gaining appropriate employment.

This unit is essentially qualitative, and makes extensive use of case studies.

Prior Knowledge &/or Skills OR Pre-Requisite Unit(s)

BMA101 Introduction to Management.

Enrolment in the Unit

Unless there are exceptional circumstances, you should not enrol in this unit after the end of week two of semester, as the Tasmanian School of Business and Economics (TSBE) cannot guarantee that:

- any extra assistance will be provided by the teaching team in respect of work covered in the period prior to enrolment; and
- penalties will not be applied for late submission of any piece or pieces of assessment that were due during this period.

When does the unit commence?

The unit’s teaching schedule commences in the week beginning 17 July 2017.
University of Tasmania Graduate Quality Statement

The units in your course, including this unit, have been designed to cumulatively develop the graduate qualities outlined in the University’s Graduate Quality 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.

Tasmanian School of Business and Economics Vision and Mission

Vision

To advance the well-being, economic and social development of the people of Tasmania and our communities.

Mission

To advance research and learning in business and economics to the benefit of all our constituents leveraging the strengths of the University and the State of Tasmania.

We will achieve our mission by creating collaborative, innovative research, teaching and engagement programs that foster sustainable economic and social impact within Tasmania and provide a model for business schools throughout the region and world. Leveraging the strengths of our unique socio-ecological location in Tasmania and our strong interdisciplinary connections across the university, we will focus on three general domains: Person in Context (e.g. health, well-being and lifestyle in organizations and communities), Collaborative Entrepreneurship and Innovation, and Sustainability in Business and Community. Our approach to inter-disciplinary business education will provide a globally-recognised model that characterises many of the world’s leading business schools.

For further details on the Vision and Mission Statement of the Tasmanian School of Business and Economics please refer to our Strategic Goals.

Work, Health and Safety (WH&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: www.utas.edu.au/work-health-safety.
## Intended Learning Outcomes for BMA202

<table>
<thead>
<tr>
<th>INTENDED LEARNING OUTCOMES</th>
<th>RELATED ASSESSMENT CRITERIA OR MODULE LEVEL LEARNING OBJECTIVES</th>
<th>ASSESSMENT METHODS</th>
<th>COURSE LEVEL LEARNING OUTCOMES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Learning Outcome 1</strong></td>
<td>Recall strategy theory and concepts</td>
<td>Assessment Item 1 – Online Tests</td>
<td>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 Quality Statement.</td>
</tr>
<tr>
<td>To apply knowledge of the theories and concepts of strategy to critically analyse organisations</td>
<td>Explain strategy theories and concepts</td>
<td>Assessment Item 2 – Essay Assessment Item 4 – Exam</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Critically analyse organisation case studies and make recommendations about future strategies</td>
<td>Assessment Item 3 – Case Analysis</td>
<td></td>
</tr>
<tr>
<td><strong>Learning Outcome 2</strong></td>
<td>Conduct independent research on contemporary strategic issues</td>
<td>Assessment Item 2 – Essay Assessment Item 3 – Case Analysis</td>
<td></td>
</tr>
<tr>
<td>To use strategy theory and independent research to critically assess contemporary strategic issues</td>
<td>Assess contemporary business issues using the lexicon/language of strategy</td>
<td>Assessment Item 3 – Case Analysis</td>
<td></td>
</tr>
<tr>
<td><strong>Learning Outcome 3</strong></td>
<td>Compare, contrast and critically evaluate strategy theories and concepts</td>
<td>Assessment Item 2 – Essay Assessment Item 4 – Exam</td>
<td></td>
</tr>
<tr>
<td>To critically evaluate the theories and concepts in strategy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Learning Outcome 4</strong></td>
<td>Write clearly using the lexicon/language of strategy about strategic issues facing organisations</td>
<td>Assessment Item 2 – Essay Assessment Item 3 – Case Analysis Assessment Item 4 – Exam</td>
<td></td>
</tr>
</tbody>
</table>
Learning Expectations and Teaching Strategies/Approach

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.

During the first four weeks of this semester, your participation and engagement in this unit will be monitored. If you do not demonstrate evidence of having engaged actively with this unit by Week 4 of semester, your enrolment may be cancelled or you may be withdrawn from the unit.

These are some of the expectations we have of you as a student enrolled in this unit:

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

- Acquire knowledge of the theories and concepts of strategy
- Apply strategy theory and concepts to organisations
- Use strategy theory to assess contemporary strategic issues
- Communicate strategy theory and practice
- Evaluate the theories and concepts in strategy

In order to achieve these 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.

Learning Resources

Prescribed Text/Software

A prescribed text is a resource that you must have access to for the purposes of studying this unit.

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

This text can be purchased in paper-based form from the Co-Op Bookshop, or an e-book version can be purchased from the publisher website - Cengage.
<table>
<thead>
<tr>
<th>Recommended Texts/Software</th>
</tr>
</thead>
<tbody>
<tr>
<td>A recommended text is a resource that you can use to broaden your understanding of the topics covered in this unit. You may also find a recommended text helpful when conducting research for assignments.</td>
</tr>
</tbody>
</table>


### Other Recommended Resources/Software

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
- Long Range Planning
- Sloan Management Review
- Strategic Management Journal

### My Learning Online (MyLO)

Access to the MyLO online learning environment is required for this unit. The unit has its own MyLO site. To log into MyLO and access this unit, go to: [http://www.utas.edu.au/mylo](http://www.utas.edu.au/mylo). To access the unit, select BMA202.


### Technical requirements for MyLO


For further technical information and help, contact the UTAS Service Desk on 6226 1818 or at [http://www.utas.edu.au/service-desk](http://www.utas.edu.au/service-desk) during business hours.

### Learning to use MyLO

When you log into MyLO, you will see a unit called *Getting Started with MyLO*. Enter this unit to learn more about MyLO, and to practise using its features.

### MyLO Expectations

1. You are expected to maintain the highest standards of conduct across all modes of communication with staff and other students. Penalties may be imposed if the Unit Coordinator believes that, in any instance or mode of communication, your language or content is inappropriate or offensive. MyLO is a public forum. Due levels of respect, professionalism and high ethical standards are expected of students at all times.
2. Submission of assessment tasks via MyLO presumes that students have read, understood and abide by the requirements relating to academic conduct, and in particular, those requirements relating to plagiarism. All work submitted electronically is presumed to be “signed-off” by the student submitting as their own work. Any breach of this requirement will lead to student misconduct processes.

3. MyLO is an Internet service for teaching and learning provided by the University. It is expected that you check your units in MyLO for updates at least once a day.

**Using MyLO for BMA202**

**IMPORTANT!** Before you are given access to your unit’s MyLO resources, you must complete the Student Agreement quiz. To complete the quiz:

1. Go to the unit’s MyLO site.

2. Select the **Content** button, then select the **Begin Here** module.
3. Read the information in Step 1: Important Student Information, and Step 2: Download and Read the Unit Outline.

4. Select Step 3: Complete the Student Agreement Quiz and then click Start Quiz!

5. Read the statements related to the Unit Outline, Plagiarism and Academic Integrity; select Yes to agree; and then submit the quiz. You should now be able to access all available unit content in MyLO in the Learning Hub module. You need to do this only once in each MyLO unit.

**Other important resources on MyLO**

You are expected to regularly check MyLO for any updates in relation to the unit. MyLO has been incorporated into the delivery of this unit to enhance your learning experience, by providing access to up-to-date course materials, and allowing for online discussion.

In addition to the lecture slides which are uploaded on MyLO on a weekly basis, other unit-related materials such as supplementary readings and assessment guides can also be accessed on MyLO.

You are also expected to engage in active discussion about issues related to the unit through the discussion forums and chat rooms that are available on MyLO: this is particularly helpful for distance students who may utilise the facilities available on MyLO to contact their fellow distance students and form groups to complete any group assessment tasks for this unit. In this regard, MyLO should be treated as the unit's critical platform for learning and communication.
**Student Feedback via eVALUate**

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.

**Details of Teaching Arrangements**

**Attending (face-to-face) Mode**

There will be a series of 13 lectures in this unit over the course of the semester. These lectures will cover the important content knowledge in the unit, and provide general advice on completing assessment task. In addition there will be a series of 12 tutorial across the semester, with the tutorials commencing in weeks 2 of semester.

**Distance Mode**

Distance students will be able to access recorded lectures of the unit, with the lectures covering the important content knowledge in the unit, and provide general advice on completing assessment task. In addition there will be a series of 12 online tutorial across the semester, with the tutorials commencing in weeks 2 of semester. These tutorials will be delivered through the Collaborate web-conferencing package.
Communication, Consultation and Appointments

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 the unit’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/.

You are strongly advised not to forward your UTAS emails to an external email service (such as gmail or Hotmail). In the past, there have been significant issues where this has occurred, resulting in UTAS being blacklisted by these email providers for a period of up to one month. To keep informed, please use your UTAS email as often as possible.

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.

When you write an email, you must include the following information. This helps teaching staff to determine who you are and which unit you are talking about.

- Family name
- Preferred name
- Student ID
- Unit code (BMA202)
- Questions
- If your question is about an assessment task, please include the assessment task number or name.
Assessment

How Your Final Result Is Determined

To be eligible to pass this unit you will need to attain an overall mark of 50% and satisfactorily pass each of the intended learning outcomes for the unit. Details of each assessment item are outlined below.

Assessment Schedule

<table>
<thead>
<tr>
<th>Assessment Items</th>
<th>Due Date</th>
<th>Value/Weighting</th>
<th>Link to Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessment Item 1 – Online Test</td>
<td>Available during week 5 of semester (week commencing 8 August)</td>
<td>10 marks</td>
<td>LO1</td>
</tr>
<tr>
<td>Assessment Item 2 - Essay</td>
<td>Friday 1 September @ 2.00pm</td>
<td>20 marks</td>
<td>LO1, LO2, LO3 &amp; LO4</td>
</tr>
<tr>
<td>Assessment Item 3 – Case Study</td>
<td>Friday 6 October @ 2.00pm</td>
<td>30 marks</td>
<td>LO1, LO2 &amp; LO4</td>
</tr>
<tr>
<td>Assessment Item 4 - Exam</td>
<td>Exam Period</td>
<td>40 marks</td>
<td>LO2, LO3 &amp; LO4</td>
</tr>
</tbody>
</table>

Assessment Item 1 – Online Test

Task Description: The online test is designed to test your knowledge of key concepts covered in the first four weeks of the semester (the tools for strategic analysis). The test will be a series of ten (10) multiple choice, fill in the blank, and true/false questions, and two (2) short answer questions (approximately 200 words per answer).

The test will be delivered through MyLO, and will be available from 9.00am on Monday 14 August till 2.00pm on Sunday 20 August, 2017. Students will have one hour in which to complete the test, and it can be completed at any time during this period (please note the test must be completed by 2.00pm on the Sunday). Students will have only one attempt in which to complete the test.

The best preparation for completing this test is to review the lectures, readings and tutorial exercises for weeks 1 to 4 of semester.

Task Length: 1 hour (60 minutes).
Assessment Criteria: A copy of the assessment criteria and marking scheme will be available through the Assessment area in MyLO.
Link to Unit’s Learning Outcomes: LO1
Due Date: Week 5 of semester
Value: 10 marks
Assessment Item 2 – Essay

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

What is strategy and why is it important in businesses 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 answer.

This question should be answered in essay format, with an introduction, body, and conclusion. There is no requirement for a table of contents for this assignment, but page numbers must be included. The text for this assignment must be in a 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 must be used.

Task Length: 2000 words

Assessment Criteria: A copy of the assessment criteria and marking scheme will be available through the Assessment area in MyLO.

Link to Unit’s Learning Outcomes: LO1, LO2, LO3 & LO4

Due Date: Friday 1 September @ 2.00pm

Value: 20 marks

Assessment Item 3 – Case Analysis

Task Description: This assessment task requires you to perform a detailed analysis of case organisation, their strategic environment, and their possible future strategies (a copy of the case is available from the Assessment Item 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 outlined in detail in the instructional video on MyLO (in the Assessment Item 3 folder).

Task Length: 3000 words

Assessment Criteria: A copy of the assessment criteria and marking scheme will be available through the Assessment area in MyLO.

Link to Unit’s Learning Outcomes: LO1, LO2 & LO4

Due Date: Friday 6 October @ 2.00pm

Value: 30 marks
Assessment Item 4 – Final Exam

**Task Description:** The final examination will be closed book. It will be of two hours’ duration, and is worth 40 per cent of the total available marks for this unit. More information on the exam and its content will be provided later in the semester.

**Task Length:** Two hours

**Assessment Criteria:** Available in the Exam

**Link to Unit’s Learning Outcomes:** LO2, LO3 & LO4

**Due Date:** Exam Period

**Value:** 40 marks

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.

Distance students will be required to sit the final exam during the examination period either at the nearest UTAS campus or, in the case of interstate or overseas students, at an approved centre. The Exams Office will contact distance students at the beginning of semester with information about nominating an exam venue.

You are advised to make any necessary arrangements with employers now for time off during the 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. To find out more go to the Exams Office website: http://www.utas.edu.au/exams/home.
Submission of Assessment Items

Lodging Assessment Items

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.

Late Assessment and Extension Policy

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.
5. 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.
6. Assessment items submitted more than five (5) days late will not be accepted.
7. Academic staff do NOT have the discretion to waive a late penalty, subject to clause 4 above.

Academic Referencing and Style Guide

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. 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.

**Review of Assessment and Results**

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.

Review of Assessment consists of re-marking the final exam (where applicable), checking the addition of all marks, and a check to ensure that all marks have been included in the final result.

Applications for a review of assessment are due within 10 working days of the release of the final result in the unit. If you have passed the unit 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: http://www.utas.edu.au/__data/assets/pdf_file/0018/314622/Review-of-Assessment.pdf

**Further Support and Assistance**

If you are experiencing difficulties with your studies or assessment items, have personal or life-planning issues, disability or illness that may affect your study, then you are advised to raise these with your lecturer or tutor in the first instance.

You are also encouraged to contact your 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 you to any relevant University-wide support services. Please refer to the Student Adviser listings at http://www.utas.edu.au/students/learning/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 http://www.utas.edu.au/students/learning/advisers. The University also has formal policies, and you can find out details about those from that link.
Academic Misconduct and Plagiarism

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. 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 the Ordinance of Student Discipline – Part 3 Academic Misconduct, see http://www.utas.edu.au/university-council/university-governance/ordinances.

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.

It also means using one’s own work from previously submitted assessment items if repeating a unit.

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/curriculum-and-quality/academic-integrity-and-misconduct. 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 http://www.utas.edu.au/students/learning/academic-integrity or follow the link under ‘Policy, Procedures and Feedback’ on the Current Students homepage.
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<tr>
<th>Week</th>
<th>Start of Week</th>
<th>Topic/s and activities</th>
<th>Text Chapter/s</th>
<th>Due Dates</th>
</tr>
</thead>
</table>
| 1    | 17 July       | Part A: Unit Introduction  
Part B: What is Strategy and Why is it Important? | Chapter 1 |           |
| 2    | 24 July       | External Analysis 1 - Understanding the General Environment. | Chapter 2 |           |
| 3    | 31 July       | External Analysis 2 - Understanding the Industry Environment. | Chapter 2 |           |
| 4    | 7 August      | Internal Analysis: Understanding Resources, Capabilities & Core Competencies. | Chapter 3 |           |
| 5    | 14 August     | Business-Level Strategy | Chapter 4 | AI1 – Online Test |
| 6    | 21 August     | Competitive Rivalry & Market Dynamics | Chapter 5 |           |
| 7    | 28 August     | Corporate-Level Strategy | Chapter 6 | AI2 – Essay (1 Sept) |

Mid-Semester Break: Monday 4 – Friday 8 September 2017 (inclusive)

<table>
<thead>
<tr>
<th>Week</th>
<th>Start of Week</th>
<th>Topic/s and activities</th>
<th>Text Chapter/s</th>
<th>Due Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>11 September</td>
<td>Mergers &amp; Acquisition</td>
<td>Chapter 7</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>18 September</td>
<td>Alliances, Networks &amp; Cooperative Strategies</td>
<td>Chapter 9</td>
<td></td>
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<td>Chapter 10</td>
<td>AI3 – Case Analysis (6 Oct)</td>
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<td>12</td>
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<td>Organisational Structure &amp; Controls</td>
<td>Chapter 11</td>
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<td>16 October</td>
<td>Strategic Entrepreneurship</td>
<td>Reading on MyLO</td>
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Examination Period: 28 October – 14 November 2017 (inclusive)