



The University of Southern Queensland

## Course specification

The current and official versions of the course specifications are available on the web at <http://www.usq.edu.au/coursespecification/current>. Please consult the web for updates that may occur during the year.

### Description: Strategic Management

Subject	Cat-nbr	Class	Term	Mode	Units	Campus
MGT	8002	78187	2, 2008	EXT	1.00	Toowoomba

<b>Academic group:</b>	FOBUS
<b>Academic org:</b>	FOB004
<b>Student contribution band:</b>	3A
<b>ASCED code:</b>	080307

### STAFFING

Examiner: Michael Mills  
Moderator: Ben Swanepoel

### OTHER REQUISITES

Pre-requisite: Unless special circumstances have been approved by the Director of the USQ Australian Graduate School of Business, the student must have successfully completed a minimum of two-thirds of the courses of any particular program (that is, eight courses of study in the case of a 12 course program), before enrolling in this course. This must include at least six core courses. It is also highly recommended that MGT8002 be the last course to complete in the degree. Students are required to have access to a personal computer, e-mail capabilities and Internet access to USQConnect. Current details of computer requirements can be found at <http://www.usq.edu.au/business/aboutfob.htm>.

### SYNOPSIS

As students draw closer to meeting the full requirements for graduating from the program, it is absolutely essential that they have the opportunity to integrate and synthesise the knowledge and competencies developed to date in relation to their professional and managerial responsibilities. This course allows students to identify and articulate the strategic issues that organisations are confronting. Students will be able to draw upon some of the critical concepts, techniques and information from other courses studied in order to develop informative and comprehensive responses to some of the key questions encountered in the strategic management of an organisation. This course provides a framework for analysis and integration by focusing attention on the development of an organisation's strategic directions, strategic capabilities and internal and external dynamics.

### OBJECTIVES

The course objectives define the student learning outcomes for a course. The assessment item/s that may be used to assess student achievement of an objective is/are shown in parentheses after each objective. On successful completion of this course, students should be able to:

1. provide evidence of insight into strategy development processes and of their ability to engage in strategic planning in different organisational contexts and in the context of organisational learning (Assignment 1, Assignment 2, Examination)
2. analyse, articulate and evaluate an organisation's strategic position within its 'business' environment, which includes its competitive position, the factors underpinning its strategic capability and its organisational purposes (Assignment 1, Assignment 2, Examination)
3. analyse, critically reflect upon, develop and present appropriate options and rationales for strategic choices at both corporate and business levels, and also some of the more detailed choices of both strategic direction and method (Assignment 1, Assignment 2, Examination)
4. analyse, critically reflect upon, develop and articulate various substantiated options relating to 'making strategy work' through developing the strategic capabilities of organisations (Assignment 1, Assignment 2, Examination).

## TOPICS

	Description	Weighting (%)
1.	Strategic management: the art and science of strategic learning	25.00
2.	Strategic analysis	25.00
3.	Strategic choice	25.00
4.	Strategy in action	25.00

## TEXT and MATERIALS required to be PURCHASED or ACCESSED

ALL textbooks and materials are available for purchase from USQ BOOKSHOP (unless otherwise stated). Orders may be placed via secure internet, free fax 1800642453, phone 07 46312742 (within Australia), or mail. Overseas students should fax +61 7 46311743, or phone +61 7 46312742. For costs, further details, and internet ordering, use the 'Textbook Search' facility at <http://bookshop.usq.edu.au> click 'Semester', then enter your 'Course Code' (no spaces).

Johnson, G, Scholes, K & Whittington, R 2005, *Exploring corporate strategy*, 7th edn, Financial Times Prentice Hall, Harlow, England.

(Students are required to purchase the text and cases edition as opposed to the text only edition.)

## REFERENCE MATERIALS

Reference materials are materials that, if accessed by students, may improve their knowledge and understanding of the material in the course and enrich their learning experience.

Barney, J & Hesterly, W 2008, *Strategic management and competitive advantage: concepts and cases*, Pearson/Prentice Hall, Upper Saddle River, New Jersey.

De Wit, B & Meyer, R 2004, *Strategy: process, content, context: an international perspective*, 3rd edn, Thomson Learning, London.

Hill, CWL, Jones, GR & Galvin, P 2006, *Strategic management: an integrated approach*, John Wiley & Sons, Milton, Queensland.

(2nd Australasian edition)

Lynch, R 2006, *Corporate strategy*, 4th edn, Financial Times/Prentice Hall, Harlow, England.

Mintzberg, H, Lampel, J, Quinn, B & Ghoshal, S 2003, *The strategy process: concepts, contexts, cases*, 4th edn, Prentice Hall, Upper Saddle River, New Jersey.

Stacey, RD 2007, *Strategic management and organisational dynamics: the challenge of complexity to ways of thinking about organisations*, 5th edn, Financial Times Prentice Hall, Harlow, England.

Thompson, AA & Strickland, AJ 2003, *Strategic management: concepts and cases*, 13th edn, McGraw-Hill/Irwin, Boston, Massachusetts.

Viljoen, J & Dann, S 2003, *Strategic management*, 4th edn, Prentice Hall, Frenchs Forest, New South Wales.

## STUDENT WORKLOAD REQUIREMENTS

ACTIVITY	HOURS
Assessments	50.00
Directed Study	75.00
Others	10.00
Private Study	30.00

## ASSESSMENT DETAILS

Description	Marks out of	Wtg (%)	Due date
ASSIGNMENT 1	100.00	20.00	18 Aug 2008
ASSIGNMENT 2	100.00	40.00	06 Oct 2008
2 HOUR EXAMINATION	100.00	40.00	END S2 (see note 1)

### NOTES

1. The examination is scheduled to be held in the end-of-semester examination period. Students will be advised of the official examination date after the timetable has been finalised.

## IMPORTANT ASSESSMENT INFORMATION

- 1 Attendance requirements:  
If you are an international student in Australia, you are advised to attend all classes at your campus. For all other students, there are no attendance requirements for this course. However, it is the students' responsibility to study all material provided to them or required to be accessed by them to maximise their chance of meeting the objectives of the course and to be informed of course-related activities and administration.
- 2 Requirements for students to complete each assessment item satisfactorily:  
To satisfactorily complete an individual assessment item a student must achieve at least 50% of the marks. (Depending upon the requirements in Statement 4 below, students may not have to satisfactorily complete each assessment item to receive a passing grade in this course.)
- 3 Penalties for late submission of required work:  
If students submit assignments after the due date without prior approval of the examiner, then a penalty of 5% of the total marks gained by the student for the assignment may apply

- for each working day late up to ten working days at which time a mark of zero may be recorded.
- 4 Requirements for student to be awarded a passing grade in the course:  
To be assured of receiving a passing grade a student must achieve at least 50% of the total weighted marks available for the course.
  - 5 Method used to combine assessment results to attain final grade:  
The final grades for students will be assigned on the basis of the aggregate of the weighted marks obtained for each of the summative assessment items in the course.
  - 6 Examination information:  
This is a closed examination. Candidates are allowed to bring only writing and drawing instruments into the examination.
  - 7 Examination period when Deferred/Supplementary examinations will be held:  
Any deferred or supplementary examinations for this course will be held during the next examination period.
  - 8 University Regulations:  
Students should read USQ Regulations 5.1 Definitions, 5.6 Assessment, and 5.10 Student Academic Misconduct for further information and to avoid actions which might contravene university regulations. These regulations can be found at <http://www.usq.edu.au/corporateservices/calendar/part5.htm>. Students should also read the Faculty of Business Policies and Procedures which can be found at <http://www.usq.edu.au/business/aboutfob.htm>.

## **ASSESSMENT NOTES**

- 1 Assignments: (i) Assignments must be submitted electronically via methods as explained in the course materials (this may include uploading it electronically through USQConnect in the drop box), by 5.00pm (AEST) on the due date. The examiner will normally only accept assessments via the WebCT electronic drop box. No hard copies or assignments submitted via e-mail will be accepted. (ii) Students must retain a copy of each assignment submitted for assessment. This must be produced within 24 hours if required by the examiner. (iii) In accordance with university policy, the examiner may grant an extension of the due date of an assignment in extenuating circumstances. (iv) The examiner will normally only accept assessments that have been typed and submitted on a single MSWord file with appropriate document name. (v) Assignments are often checked for any form of potential academic misconduct (including plagiarism) and students must ensure that they are fully informed about the relevant rules and regulations in this regard. (vi) In the event that a due date for an assignment falls on a local public holiday such as a show holiday, the due date for the assignment will be the next day. Students are to note on the assignment cover the date of the public holiday for the examiner's convenience.
- 2 Course weightings: Course weightings of topics should not be interpreted as applying to the number of marks allocated to questions testing those topics in an examination paper. The examination may test material already tested in assignments.

## **OTHER REQUIREMENTS**

- 1 Pre-requisite: Unless special circumstances have been approved by the Director of the USQ Australian Graduate School of Business, the student must have successfully completed a minimum of two-thirds of the courses of any particular program (that is, eight courses of study in the case of a 12 course program), before enrolling in this course. This must

include at least six core courses. It is also highly recommended that MGT8002 be the last course to complete in the degree.

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