



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	96094	3, 2009	ONC	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: Bruce Millett

Moderator: Eric Kong

### 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 UConnect. Current details of computer requirements can be found at <http://www.usq.edu.au/ict/students/standards/default.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

On successful completion of this course students will 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

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
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
4. analyse, critically reflect upon, develop and articulate various substantiated options relating to 'making strategy work' through developing the strategic capabilities of organisations.

## TOPICS

	Description	Weighting (%)
1.	Strategic positioning	25.00
2.	Strategic choice	25.00
3.	Strategy in action	25.00
4.	Strategy development	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 2008, *Exploring corporate strategy*, 8th 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 2007, *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	Objectives assessed	Graduate skill	Level assessed
ASSIGNMENT 1	100.00	50.00	21 Dec 2009	All	U1, U2, U3, U4, U7, U8	2, 2, 3, 3, 1, 2
ASSIGNMENT 2	100.00	50.00	01 Feb 2010	All	U1, U2, U3, U4, U7, U8, U9	3, 3, 3, 3, 2, 3, 2

## GRADUATE QUALITIES AND SKILLS

Elements of the following Graduate Skills are associated with the successful completion of this course.

Graduate skill assessed	Level assessed
Ethical Research & Enquiry (Skill U1)	Intermediate (Level 2), Advanced (Level 3)
Problem Solving (Skill U2)	Intermediate (Level 2), Advanced (Level 3)
Academic & Professional Literacy (Skill U3)	Advanced (Level 3)
Written & Oral Communication (Skill U4)	Advanced (Level 3)
Cultural Literacy (Skill U7)	Introductory (Level 1), Intermediate (Level 2)
Managmt, Planning & Org Skills (Skill U8)	Intermediate (Level 2), Advanced (Level 3)
Creatvty, Initiative & Entrprse (Skill U9)	Intermediate (Level 2)

## IMPORTANT ASSESSMENT INFORMATION

- 1 Attendance requirements:  
It is the students' responsibility to attend and participate appropriately in all activities (such as lectures, tutorials, laboratories and practical work) scheduled for them, and 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:  
There is no examination in this course.
- 7 Examination period when Deferred/Supplementary examinations will be held:  
Not applicable.
- 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 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 UConnect 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: All course topics weight the same.
- 3 Referencing in assignments: Harvard (AGPS) is the referencing system required in this course. Students should use Harvard (AGPS) style in their assignments to format details of the information sources they have cited in their work. The Harvard (AGPS) style to be used is defined by the USQ Library's referencing guide at <http://www.usq.edu.au/library/help/referencing/default.htm>.

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