

## **MGMT3001**

### **Business & Corporate Strategy**

### **Course Outline**

### **Semester 2, 2017**

### **Course-Specific Information**

The Business School expects that you are familiar with the contents of this course outline. You must also be familiar with the Course Outlines Policies webpage which contains key information on:

- Program Learning Goals and Outcomes
- Academic Integrity and Plagiarism
- Student Responsibilities and Conduct
- Special Consideration
- Student Support and Resources

This webpage can be found on the Business School website:  
<https://www.business.unsw.edu.au/degrees-courses/course-outlines/policies>



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# **COURSE-SPECIFIC INFORMATION**

## **1 STAFF CONTACT DETAILS**

Lecturer-in-charge: Dr Janis Wardrop

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Phone No: 9385 7150

Email: [j.wardrop@unsw.edu.au](mailto:j.wardrop@unsw.edu.au)

Consultation Times: By appointment

## **2 COURSE DETAILS**

### **2.1 Teaching Times and Locations**

Lectures start in Week 1 (to Week 12). The lectures on Mondays between 16:00 – 18:00 in CLB4

Tutorials start in Week 2 (to Week 12). The classes are:

Monday 10:00 – 11:00 Webster 250

Monday 12:00 – 13:00 Goldstein G06

Monday 13:00 – 14:00 Goldstein G06

Please only attend the tutorial you are enrolled in.

### **2.2 Units of Credit**

The course is worth 6 units of credit.

### **2.3 Summary of Course**

Business and Corporate Strategy is intended to be an exciting and challenging course for undergraduate students. It is first and foremost a course about "strategy" and "managing for success." You will be exposed to both the current theory and the practice of strategic management. Particular emphasis will be placed on how strategic management concepts are used by business to define and measure success. In this course you are encouraged to apply knowledge you have acquired in previous coursework to real life management issues. We will examine issues confronted by upper level managers who are concerned about the overall performance of a firm.

### **2.4 Course Aims and Relationship to Other Courses**

Business and Corporate Strategy is a course designed for undergraduate students. The prerequisites for this course are MGMT1001 or 12 units of credit in UNSW Business School.

The course aims to develop knowledge and skills that you will be able to draw on to respond successfully to changing environments in your present or future jobs as managers and professionals in the business world. The knowledge and skills acquired can be used in all types of organisations, whether large or small, for-profit or not-for-profit, corporate-level or business unit level, and whether a new venture or an established organisation. We will discuss (1) how different industry conditions support different types of strategies, (2) how industry conditions change and the implications for strategic

management, and (3) how organisations develop and maintain capabilities that lead to sustained competitive advantage. We will pay attention to how technologies and globalisation forces are changing both industry conditions and the strategic options open to organisations.

Much of your previous coursework has primarily emphasised a specialised, functional perspective of business situations. Given that many of you will be working in a corporate environment at some point, you should have a basic understanding of the total enterprise of businesses, meaning its environment, its internal condition, and its prospects for success. In this course, you will be able to integrate your knowledge from other courses (Finance, Accounting, Marketing, Operations, Human Resources, etc.). The overriding intent of the course is to help you better prepare for a successful business career.

## 2.5 Student Learning Outcomes

The Course Learning Outcomes are what you should be able to DO by the end of this course if you participate fully in learning activities and successfully complete the assessment items.

In this course, you will gain a set of tools, techniques, frameworks, and approaches to assist you in strategically and dynamically managing an organisation. Furthermore, you will improve your action-oriented, decision-making abilities through analysis and critical thinking. By the end of the course, you should be able to:

1. Assess an organisation's present business position, its long-term direction, its resources and competitive capabilities, the quality of its strategy, and its opportunities for gaining sustainable competitive advantage.
2. Formulate business strategies, reason carefully about strategic options and make sound strategic decisions.
3. Understand, explain and analyse managerial tasks associated with implementing strategies and the range of actions managers can take to successfully implement strategy.
4. Appreciate and assess how and why ethical principles, core values, and socially responsible management practices matter greatly in the conduct of an organisation.
5. Utilise managerial judgment in combination with analyses to assess business situations and make strategic recommendations to achieve effective outcomes in complex market environments.
6. Explain and persuasively present a business analysis and strategy proposal.
7. Work effectively and efficiently in a diverse group.

The Learning Outcomes in this course also help you to achieve some of the overall Program Learning Goals and Outcomes for all undergraduate students in the Business School. Program Learning Goals are what we want you to BE or HAVE by the time you successfully complete your degree (e.g. 'be an effective team player'). You demonstrate this by achieving specific Program Learning Outcomes - what you are able to DO by the end of your degree (e.g. 'participate collaboratively and responsibly in teams').

For more information on Program Learning Goals and Outcomes, see the School's Course Outlines Policies webpage available at <https://www.business.unsw.edu.au/degrees-courses/course-outlines/policies>

The following table shows how your Course Learning Outcomes relate to the overall Program Learning Goals and Outcomes, and indicates where these are assessed (they may also be developed in tutorials and other activities):

Program Learning Goals and Outcomes		Course Learning Outcomes	Course Assessment Item
<i>This course helps you to achieve the following learning goals for all Business undergraduate students:</i>		<i>On successful completion of the course, you should be able to:</i>	<i>This learning outcome will be assessed in the following items:</i>
1	Knowledge	<p>Assess an organisation's present position, its long-term direction, its resources and competitive capabilities, the quality of its strategy, and its opportunities for gaining sustainable competitive advantage. (1)</p> <p>Formulate strategies, reason carefully about strategic options and make sound strategic decisions. (2)</p> <p>Understand, explain and analyse managerial tasks associated with implementing strategies and the range of actions managers can take to successfully implement strategy. (3)</p>	<p>Discussion paper</p> <p>Concept tests</p> <p>Living case study</p> <p>End of semester exam</p>
2	Critical thinking and problem solving	Utilise managerial judgment in combination with analyses to assess business situations and make strategic recommendations to achieve effective outcomes in complex market environments. (5)	<p>Living case study</p> <p>Discussion paper</p>
3a	Written communication	Explain and persuasively present a business analysis and strategy proposal (6)	<p>Living case study</p> <p>Case workshop preparation</p>
3b	Oral communication	Explain and persuasively present a business analysis and strategy proposal (6)	<p>Living case study</p> <p>Tutorial participation</p>
4	Teamwork	Work effectively and efficiently in a diverse group (7)	Living case study
5a.	Ethical, social and environmental responsibility	Appreciate and assess how and why ethical principles, core values, and socially responsible management practices matter greatly in the conduct of a company's business. (4)	<p>Living case study</p> <p>Final exam</p>
5b.	Social and cultural awareness		



## **3 LEARNING AND TEACHING ACTIVITIES**

### **3.1 Approach to Learning and Teaching in the Course**

The course is based on the theme that a company achieves sustained success if and only if its managers (1) have an astute and timely strategic plan for running the company, and (2) implements and executes the plan with proficiency. Learning in the course emphasises analysis, formulation, and implementation of strategy from a top management perspective. In today's global business environment, whether you are a new hire or the CEO of the company, you must be capable of understanding and utilising the knowledge from each of the organisation's functional areas to develop a cohesive and effective strategy.

### **3.2 Learning Activities and Teaching Strategies**

The course adopts an active approach to learning. Lectures are designed to encourage conversation and discussion, while the tutorials provide experiential learning activities. The learning environment in this course is designed to support your efforts to be successful.

#### **3.2.1 Lectures**

The two hour lectures are designed as case study workshops. In the lectures we will discuss a case study which you have read prior to coming to class. In the lecture, you will be introduced to theories, concepts and models that deepen your understanding of the case study, and collectively we will identify problems, analyse options and come up with solutions and recommendations.

#### **3.2.2 Tutorials**

The tutorials will consist of a mix of small group and whole-class discussions. Between Weeks 6 and 12 inclusive, you and the other members of your project group will be required to facilitate ONE tutorial activity. See Assessment Details for a more comprehensive description.

#### **3.2.3 Living case**

We adopt a living case study method for the tutorials and group project. Each group will be assigned a case study organisation which you will work on throughout the Semester. You will work as a team of strategy consultants and provide expert strategic advice to your client organisation.

#### **3.2.4 Project groups**

In the tutorial in Week 3, you will be asked to form a project group of three to four people. An important element of professional success is the ability to work effectively in a team. For a group to do well, each member must be actively involved in the research, discussion, and preparation. You will work in your project group to deliver the two 'living case study' activities (tutorial facilitation and strategy report).

There will be a formal self and peer assessment process that will contribute to your final grade. You will be able to view anonymous feedback provided by your peers once the survey has closed. The feedback provided by your peers will be useful for your own personal development. The feedback may also be used in conjunction with formal meetings with the teaching staff and team members, and other evidence to adjust final marks for the group project where students have either taken on additional work or where students have not contributed sufficiently to the team project.

More information about the process and evaluation criteria will be available on Moodle and discussed in the lectures.

### 3.2.5 Reading

Every week you will be expected to read and prepare the assigned case study prior to the lecture. For each topic there will also be a chapter in the textbook or another reading, which you should read following the lecture to review and reinforce your understanding of the important concepts and models covered in the course.

## 4 ASSESSMENT

### 4.1 Formal Requirements

In order to pass this course, you must:

- achieve a composite mark of at least 50;
- make a satisfactory attempt at all assessment tasks (see below);

### 4.2 Assessment Details

Assessment Task	Weighting	Length	Due Date
Discussion paper	15%	1,000 words	9:30AM Friday 11 <sup>th</sup> August
Living case study			
A. Tutorial facilitation	10%	40 mins	Each group to present between weeks 6 and 12
B. Group consultation report	20%	2,500 words	9:30AM Monday 23 <sup>rd</sup> October
Participation			
A. Case study preparation	10%		weekly
B. Self and Peer assessment of contribution  Note: Only students who satisfactorily complete the self and peer team assessment questionnaire will be eligible for the contribution mark	5%		Available Monday 23 <sup>rd</sup> October to Friday 27 <sup>th</sup> October.
Examinations			
Concept tests (x2)	10%	Each quiz has 10 questions	Week 5, 9
End of semester test	30%	2 hours	in UNSW exam period (3 – 20 November)

### 4.2.1 Discussion paper

Due date: no later than 9:30AM on Friday 11<sup>th</sup> August via Moodle

Submission procedure: via TurnItIn box available on MGMT3001 Moodle site.

NOTE: submitting the assignment via TurnItIn includes an online declaration as to the authenticity of your work. It replaces the need to include a Coversheet on your assignment. Please see section 4.4 below for more details.

Weighting: 15% of your total course mark

Length: 1,000 words +/- 10%. The word count includes all in-text references. The list of references/ bibliography at the end of the paper is outside the word limit.

Description:

Your employer/ close friend has found out you are studying MGMT3001 this semester. They ask you why you are bothering with the subject as “everyone knows that strategy is dead”.

In this assignment, you will write a response to this statement. You should take a clear position in your response.

You will find some short readings to start developing your argument. You will need to conduct further research of both academic and practitioner sources to complete the paper.

Marking Criteria: (please see marking rubric on website for full descriptions of each criteria)

- Demonstrates understanding of the starting readings, synthesising key themes and issues raised
- Overall quality of analysis, depth of reflection/ thinking in terms of the key themes and issues raised
- Quality of additional research (evaluation of appropriate sources and relevance of sources to your argument)
- Constructs a clear, sophisticated and compelling argument.
- Structures text logically and coherently
- Communicates clearly and concisely
- Presents text professionally and references sources accurately

### 4.2.2 Living Case Study

#### A. Tutorial Facilitation

When: One tutorial between Week 6 and Week 12 inclusive

Marks 10%

Length: 40 mins

Your group: In Week 3 you will be required to form a Project Group of three (3) or four (4) people for the purposes of facilitating a tutorial during Weeks 6 to 12. (This group will also be the group for the report assignment – more details below).

Each project group will be allocated a tutorial from Week 6 to Week 12, in which you will facilitate the learning activities for that class for a total of 40 minutes. The allocations will be done during the tutorials in Week 3.

### Format:

Your group will facilitate an activity (such as a role-play, case study analysis, game, whole class activity such as a debate) to achieve the case study outcomes (available on Moodle). This activity is NOT a tutorial presentation – please do not write a presentation, regurgitate the lecture materials or the textbook reading for that week.

The project groups who are not presenting will be applying the weekly tutorial concepts to their own case study organisation. The tutorial activities form the basis of the group report (see below for more detail)

Between you, your Study Group members should cover the Case Study Outcomes, helping other groups work through the topic.

### Class agenda:

30 minutes	Case study outcomes activity – either small group or whole class activities to facilitate application of weekly topic to the individual case study organisations
10 minutes	Facilitated debrief/ Q&A session

### Assessment criteria:

- Clear identification and explanation of the concept questions
- Provision of interesting activity, guiding groups to analyse and apply an issue
- Leadership of final class discussion allowing clarification and consolidation of conclusion
- Active involvement of class
- Presentation skills (including clarity of communication, appropriate and professional supporting materials/ PPTs etc)

### **B: Group report**

Due: Monday 9:30AM on Monday 23<sup>rd</sup> October 2017

Length: 2,500 words

Marks: 20%

Each group will write a report for their allocated case study organisation. The report will present a detailed strategic analysis and implementation plan that you have designed during this semester.

The work you do in each tutorial will be vital to the creation of a successful report.

Further information about the group report will be provided during the lecture in Week and will be available via the course website.

### 4.2.3 Examinations

#### A. Concepts quiz (10 per cent)

There are two quizzes of basic concepts, together totalling ten (10) per cent. The questions will be drawn from the relevant text book chapters set as required reading up to that point. Each quiz consists of 10 multiple choice and/or true / false questions and should take approximately 10 minutes to complete. Each test will be available for 5 days.

Access to the quizzes is via Moodle. Each quiz must be completed in a single sitting.

#### B. End of semester assessment (30%)

The end of semester test will incorporate the final concept test, as well as short answer and case study questions.

### 4.2.4 Participation:

#### A. Case Study Participation (10%)

Each week you are required to read the assigned case study to prepare for the lecture/ case study workshop. As the final stage of your preparation you will be required to submit 200 words that addresses the assigned question or task for that case study. For example, you may be asked a specific question, or to identify the particular challenge or problem that is the focal point of the case study. Your case answer needs to be submitted to TurnItIn no later than 4PM each Monday (the commencement of the workshop).

The Lecturer In Charge will randomly select five (5) case studies in which the submission will be formally assessed. Your submission will be graded as either Unsatisfactory, Satisfactory or Superior

#### Marking criteria

Superior	Demonstrates depth of knowledge of case and / or theory.	2
Satisfactory	Minimal answer the question, superficial knowledge of case and/ or theory.	1
Unsatisfactory	Student not in attendance and/or does not complete activity	0

#### B: Self and Peer assessment

Format: Online survey

Due date & Submission procedure: questionnaire opens Monday 23<sup>rd</sup> October and closes Friday 27<sup>th</sup> October.

Weighting: 5% of your total course mark

Length: 15 – 20 minutes

Description:

Being able to assess your own skills and performance and that of your fellow team members is an important skill. You will complete an online survey of your own and your team member's performance and contribution in the group assignment.

You will be able to view anonymous feedback provided by your peers once the survey has closed. The feedback provided by your peers will be useful for your own personal development.

The feedback may also be used in conjunction with formal meetings with the teaching staff and team members, and other evidence to adjust final marks for the group report where students have either taken on additional work or where students have not contributed sufficiently to the team project.

More information about the process and evaluation criteria will be available on Moodle.

### 4.3 Assessment Format

Your written assignments must be formatted as per the requirements below:

- Use 11pt or 12pt font
- 2.5 cm left margin
- 1.5 line spacing
- Leave a line between each paragraph
- Number each page
- Use Harvard method for referencing - more information can be found on the UNSW Business School EDU website

### 4.4 Assignment Submission Procedure

Each individual written assignment will be submitted via the appropriate TurnItIn box on the course website.

Each group should nominate 1 member, who will submit the Group assignment on their behalf to the appropriate TurnItIn box.

Submission of the assignment in TurnItIn is taken as indication of your agreement to the following statement. This electronic consent replaces the assignment cover sheet.

I/we declare that this assessment item is my/our own work, except where acknowledged, and has not been submitted for academic credit elsewhere, and acknowledge that the assessor of this item may, for the purpose of assessing this item:

Reproduce this assessment item and provide a copy to another member of the University; and/or,

Communicate a copy of this assessment item to a plagiarism checking service (which may then retain a copy of the assessment item on its database for the purpose of future plagiarism checking).

I/we certify that I/we have read and understood the University Rules in respect of Student Academic Misconduct.

All written assignments will be marked electronically using GradeMark. All feedback and marks will be available to students via the links on the Moodle site.

#### 4.5 Special Consideration, Late Submission and Penalties

You must submit all assignments for your course. A penalty of 10% for each day the assignment is late will be applied.

If you suffer serious illness or misadventure that affects your course progress you should contact the Lecturer In Charge as soon as possible. Where this impacts on your ability to meet an assigned deadline you should send an email to the Lecturer in Charge to seek an extension.

No extensions will be granted except in the case of serious illness or misadventure or bereavement, which must be supported with documentary evidence.

There will be no extensions granted for the Concept Tests.

Requests for extensions must be made to the Lecturer In Charge by email and be accompanied by the appropriate documentation no later than 24 hours before the due date of the assignment. In circumstances where this is not possible, students must complete the UNSW Special Consideration.

Note: A request for an extension does not guarantee that you will be granted one.

For information on Special Consideration please refer to the Business School's [Course Outlines Policies webpage](#).

#### 4.6 Protocol for viewing final exam scripts

The UNSW Business School has set a protocol under which students may view their final exam script. Please check the protocol [here](#).

##### Quality Assurance

The Business School is actively monitoring student learning and quality of the student experience in all its programs. A random selection of completed assessment tasks may be used for quality assurance, such as to determine the extent to which program learning goals are being achieved. The information is required for accreditation purposes, and aggregated findings will be used to inform changes aimed at improving the quality of Business School programs. All material used for such processes will be treated as confidential.

### 5 COURSE RESOURCES

The textbook (recommended) for this course is:

Grant, R., Butler, B. Orr, S. and Murray, P.A. (2014) *Contemporary Strategic Management: An Australasian Perspective*. 2nd Edition. John Wiley & Sons Australia, Ltd, Milton Qld.

The weekly case studies and supporting materials for your assignments will be available via the course website

The website for this course is on Moodle at:

<http://moodle.telt.unsw.edu.au>

A list of required reading and textbook chapters for each week will be available on the course website.

It is highly recommended that students read either or both of the following documents about learning with the Case Study method available on the course Moodle site prior to the lecture in Week 2.

Case study Method:

Haywood-Farmer, J.S. An Introductory Note on the Case Method

Hammond, J.S. Learning by the Case Method

## **6 COURSE EVALUATION AND DEVELOPMENT**

Each year feedback is sought from students and other stakeholders about the courses offered in the School and continual improvements are made based on this feedback. UNSW's myExperience survey is one of the ways in which student evaluative feedback is gathered. In this course, we will seek your feedback through end of semester myExperience responses as well as mid-semester feedback collected in class. Feedback from previous students indicated strong support for the range of activities and student learning outcomes in the course, while disagreeing with the emphasis placed on groupwork and the number of assessment tasks. As a result of this feedback, the number of assessment tasks has been reduced, and the weighting of group assessment has been reduced.



## 7 COURSE SCHEDULE

Week	Lecture Topic	Tutorial Topic	Assessment
Week 1 24 July	Strategy – old fashioned, outdated or crucial?	<i>NO TUTORIALS</i>	
Week 2 31 July	Goals, Values and Performance	Introductions and networking	
Week 3 7 August	Organisational structure and control	The Living Case Study	Discussion paper due 9:30AM Friday 11 <sup>th</sup> August
Week 4 14 August	External Environment – opportunities and threats	Peer learning – introducing your client	
Week 5 21 August	Internal Environment - resources and capabilities	Group 1 – Environmental analysis	Concept test
Week 6 28 August	Competitive advantage and innovation	Group 2 – Resources and capabilities	
Week 7 4 September	Business level strategy	Group 3 - Innovation	
Week 8 11 September	Corporate level strategy	Group 4 - Business strategy	
Week 9 18 September	Strategy and organisational change	Group 5 - Corporate strategy	Concept test
<i>Mid-semester break: 23 September – 2 October inclusive (2 Oct = Labour Day Public Holiday)</i>			
Week 10 3 October	<i>No classes (public holiday Monday 2 October) Optional group consultation with Dr Wardrop</i>		
Week 11 9 October	Evaluating success	Group 6 - Implementing change	
Week 12 16 October	Bringing it all together	Group 7 - Success measures	
Week 13 23 October	No lecture	No tutorial	Group report due 9:30AM Monday 23 <sup>rd</sup> October  Self & Peer assessment open Monday 23 <sup>rd</sup> to Friday 27 <sup>th</sup> October
UNSW Exam period 3 – 20 November			Final exam