ZBUS8101 Strategic Management - 2024

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General Course Information

Course Code : ZBUS8101
Year : 2024
Term : Semester 2
Teaching Period : Z2
Is a multi-term course? : No
Faculty : UNSW Canberra
Academic Unit : UC School of Business
Delivery Mode : Online
Delivery Format : Standard
Delivery Location : UNSW Canberra at ADFA
Campus : UNSW Canberra
Study Level : Postgraduate
Units of Credit : 6

Useful Links

Handbook Class Timetable

Course Details & Outcomes

Course Description

The objective of this course is to investigate the role of strategy in achieving organisational success in commercial environments. It examines the nature of organisational objectives, capabilities and strategies and, in particular, the role of corporate and business strategies as

determinants of superior performance. This course also addresses corporate social responsibility in strategic management.

Course Aims

This course aims to make you conversant with the way companies make business-defining decisions such as: what goals should we have, what products should we sell, how do we beat the competition, what capabilities do we need to succeed, and how should we be organised? The course provides a conceptual framework which will enable you to develop a more critical understanding of the reasoning behind companies' answers to these strategic questions. You will come across examples of company success and failure. Upon completing the course, you will be able to assess and to positively engage with companies' and organisations' strategic decision making.

No prior knowledge is assumed for the course, although the course does require a willingness both to write long form essays and to utilise various quantitative metrics that define corporate success (such as revenues, profits, market share, etc.).

Course Learning Outcomes

Course Learning Outcomes
CLO1 : Describe and analyse the situation of an organisation from a strategic situation
CLO2 : Critically comment on an organisation's strategy in light of its strategic situation
CLO3 : Describe potential strategic directions and plans-of-action for an organisation
CLO4 : Recommend and justify an optimal strategic direction and associated plan-of-action for an organisation

Course Learning Outcomes	Assessment Item
CLO1 : Describe and analyse the situation of an organisation from a strategic situation	• Written assignment • Case commentary • Major written essay
CLO2 : Critically comment on an organisation's strategy in light of its strategic situation	• Written assignment • Case commentary • Major written essay
CLO3 : Describe potential strategic directions and plans-of-action for an organisation	• Case commentary • Major written essay
CLO4 : Recommend and justify an optimal strategic direction and associated plan-of-action for an organisation	• Case commentary • Major written essay

Learning and Teaching Technologies

Moodle - Learning Management System | Blackboard Collaborate

Learning and Teaching in this course

General

This is an online course that utilises the Moodle learning management system. Each week, there is a coherent 'package' consisting of a short video, a chapter from the compulsory textbook, a case study from the compulsory textbook, lecture notes, and suggested further readings. There is also a forum where you can comment on the given case for each week. This structure is designed to be analogous to attending a weekly lecture and seminar, and it allows for your optimal participation in the course on a weekly basis.

For the first five weeks and for selected weeks in the second half of semester, there are Collaborate sessions where contemporary real-world issues affecting businesses are canvassed, further guidance is provided on assessments, and the text and case study material is discussed. These Collaborate sessions are recorded and can be accessed by students at any time; attendance at these sessions is voluntary.

A 'minimalist' approach to the course involves reading the designated chapter and case from the textbook each week, making occasional comments in the online forums, and submitting the three pieces of assessment. A 'maximalist' approach involves doing the above, plus reading the further material, listening to the Collaborate sessions, and undertaking self-motivated and self-guided further research. On the basis of previous experience, it is expected that students will find a golden mean for themselves somewhere in this range based on their interest in the course and their total life circumstances.

Workload

Students are expected to undertake an average of 10 hours of study per week for a 6 UOC course. This includes engagement with course readings and other activities, assessment preparation and research, as well as contact time with the lecturer and fellow students.

Other Professional Outcomes

Developing Program Attributes

Students will be encouraged to develop the following School of Business program attributes by

undertaking the course activities and mastering the knowledge content:

1: Business knowledge

Students will make informed and effective selection and application of knowledge in a discipline or profession, in the contexts of local and global business.

2: Problem solving

Students will define and address business problems, and propose effective evidence-based solutions, through the application of rigorous analysis and critical thinking.

3: Business communication

Students will harness, manage and communicate business information effectively using multiple forms of communication across different channels.

4: Teamwork

N/A

5: Responsible business practice

Students will develop and be committed to responsible business thinking and approaches, which are underpinned by ethical professional practice and sustainability considerations.

6: Global and cultural competence

Students will be aware of business systems in the wider world and actively committed to recognise and respect the cultural norms, beliefs and values of others, and will apply this knowledge to interact, communicate and work effectively in diverse environments.

7: Leadership development

N/A

Developing Graduate Capabilities

Successful completion of this course contributes to the acquisition of UNSW graduate capabilities. UNSW aspires to develop globally focused graduates who are **rigorous scholars**, capable of **leadership** and **professional practice** in an **international** community.

Assessments

Assessment Structure

Assessment Item	Weight	Relevant Dates
Written assignment Assessment Format: Individual Short Extension: Yes (7 days)	30%	Start Date: Not Applicable Due Date: 19/08/2024 10:00 AM Post Date: 16/09/2024 09:00 AM
Case commentary Assessment Format: Individual Short Extension: Yes (7 days)	20%	Start Date: Not Applicable Due Date: 30/09/2024 10:00 AM Post Date: 14/10/2024 09:00 AM
Major written essay Assessment Format: Individual	50%	Start Date: Not Applicable Due Date: 21/10/2024 10:00 AM Post Date: 28/11/2024 11:00 PM

Assessment Details

Written assignment

Assessment Overview

This assignment requires students to examine the strategic plans of two publicly listed companies and to present a critical analysis of the effectiveness of those plans.

Course Learning Outcomes

- CLO1 : Describe and analyse the situation of an organisation from a strategic situation
- CLO2 : Critically comment on an organisation's strategy in light of its strategic situation

Detailed Assessment Description

Further information released on the first day of semester and will be available on the course's Moodle site.

The first day of semester is: 15/07/2024.

Permitted use of AI tools: SIMPLE EDITING ASSISTANCE

The use of generative AI is limited to the University's category of 'Simple Editing Assistance'. This means that, for this assessment task, you may use AI-based software to research and prepare prior to completing your assessment. You are permitted to use standard editing and referencing functions in word processing software (e.g., Microsoft Office Suite or Grammarly) in the creation of your submission. You must not use any functions that generate or paraphrase (or translate) passages of text, whether based on your own work or not.

Please note that your submission will be passed through an AI-generated text detection tool. If

your marker has concerns that your answer contains passages of AI-generated text you may be asked to explain your work. If you are unable to satisfactorily demonstrate your understanding of your submission you may be referred to UNSW Conduct & Integrity Office for investigation for academic misconduct and possible penalties.

Please refer to the General Assessment Information section below for information on the requirement to include a cover sheet/declaration with all assessments, disclosing whether AI tools were used.

Assessment Length

2200 words (+/- 10%)

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

Case commentary

Assessment Overview

Students are to submit two comments on others' online forum posts made throughout the semester.

Course Learning Outcomes

- CLO1 : Describe and analyse the situation of an organisation from a strategic situation
- CLO2 : Critically comment on an organisation's strategy in light of its strategic situation
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Please refer to the General Assessment Information section below for information on the requirement to include a cover sheet/declaration with all assessments, disclosing whether AI tools were used.

Assessment Length

800 words (+/- 10%)

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

Major written essay

Assessment Overview

This analytical essay requires students to identify a recent disruptive change affecting a firm within an industry and to develop a unique plan for that firm to manage the changed situation.

Course Learning Outcomes

- CLO1 : Describe and analyse the situation of an organisation from a strategic situation
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- CLO4 : Recommend and justify an optimal strategic direction and associated plan-of-action for an organisation

Detailed Assessment Description

Further information released on the first day of semester and will be available on the course's Moodle site.

The first day of semester is: 15/07/2024.

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prior to completing your assessment. You are permitted to use standard editing and referencing functions in word processing software (e.g., Microsoft Office Suite or Grammarly) in the creation of your submission. You must not use any functions that generate or paraphrase (or translate) passages of text, whether based on your own work or not.

Please note that your submission will be passed through an AI-generated text detection tool. If your marker has concerns that your answer contains passages of AI-generated text you may be asked to explain your work. If you are unable to satisfactorily demonstrate your understanding of your submission you may be referred to UNSW Conduct & Integrity Office for investigation for academic misconduct and possible penalties.

Please refer to the General Assessment Information section below for information on the requirement to include a cover sheet/declaration with all assessments, disclosing whether AI tools were used.

Assessment Length

3000 words (+/- 10%)

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

General Assessment Information

Referencing

Please refer to the following link for referencing principles and practice: https://guides.lib.unsw.adfa.edu.au/citations.

APA 7th Edition is the School's preferred referencing style.

Ethical and Responsible Use of Artificial Intelligence at UNSW

At UNSW, students must use artificial intelligence ethically and responsibly.

This includes:

- Adhering to course/assessment guidelines regarding use of AI tools;
- Acknowledging AI-generated content in your assessments, following UNSW guidance on Referencing and acknowledging the use of artificial intelligence tools. In the School of Business, students are required to include a **cover sheet/declaration** for all assessments (see the Assessments Hub on the Course Moodle site). If you do not submit a completed cover sheet/declaration with your assessment, you will be emailed to request resubmission of your

assessment with the required cover sheet/declaration (noting your assessment will not be graded until the cover sheet is included);
- Not including your own or others' personal or private information in prompts;
- Verifying and critiquing all AI generated material; and
- Avoiding using AI tools to translate your writing.

Please refer to Ethical and Responsible Use of Artificial Intelligence at UNSW for further information.

Short Extensions (School of Business, Postgraduate)

An automatic Short Extension (without documentation) of **seven calendar days** may be available for some assessment tasks in this course. Please check assessment instructions and further guidance on the course Moodle site.

You can apply by accessing the Short Extension Student Portal on the Special Consideration login page.

Applications for Short Extensions MUST be submitted before the assessment due date. Late applications are not permitted. If you do not apply on time, you will have to submit a Special Consideration application with the appropriate supporting documentation, within 3 working days of the assessment due date.

Only one Short Extension can be granted for any given assessment. All subsequent extension requests must be submitted as a Special Consideration application.

For assessment tasks where a Short Extension is not available, students needing an extension (of any duration) must apply via the Special Consideration process.

Special Consideration

Applications for Special Consideration should be submitted BEFORE the assessment due date.

If extenuating circumstances prevent you from submitting an application before the due date, please notify your course convenor by email and submit the application as soon as possible.

If your application is approved, the outcome may be one of the following:

- A supplementary or alternative assessment,
- An extended deadline for the assessment (note the extension granted is normally equivalent to the period of impact outlined in your supporting documentation),
- An aggregated or averaged mark derived from other comparable completed assessments.

Please note, applying for Special Consideration does not automatically mean that you will be granted additional assessment, or that you will be awarded an amended result.

More information on Short Extensions and Special Consideration: https://www.student.unsw.edu.au/special-consideration.

Late Submission of Assessment

UNSW has a standard late submission penalty of:

- 5% per day,
- for all assessment tasks where a penalty applies,
- capped at five days (120 hours) from the assessment submission deadline. In case of approved Equitable Learning Plan (ELP) provision, special consideration or short extension, the late penalty applies from the date of approved time extension. After five days from the original or extended deadline, a student cannot submit an assessment, and
- no permitted variation.

Students are expected to manage their time to meet assessment task submission and completion deadlines, and to apply for extensions as early as possible before the assessment task deadline.

Grading Basis

Standard

Requirements to pass course

Students must achieve at least 50% overall to pass the course. Students are expected to engage actively in course learning activities and attempt all assessment requirements in the course.

Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 15 July - 19 July	Module	Topic: The Concept of Strategy
Week 2 : 22 July - 26 July	Module	Topic: Goals, Values, and Performance
Week 3 : 29 July - 2 August	Module	Topic: Industry Analysis: the Fundamentals and Further Topics
Week 4 : 5 August - 9 August	Module	Topic: Analysing Resources and Capabilities
Week 5 : 12 August - 16 August	Module	Topic: Organisation Structure and Management Systems
Week 6 : 19 August - 23 August	Module	Topic: The Sources and Dimensions of Competitive Advantage
Week 7 : 9 September - 13 September	Module	Topic: Industry Evolution and Strategic Change
Week 8 : 16 September - 20 September	Module	Topic: Technology-based Industries and the Management of Innovation
Week 9 : 23 September - 27 September	Module	Topic: Competitive Advantage in Mature Industries
Week 10 : 30 September - 4 October	Module	Topic: Vertical Integration and Global Strategy
Week 11 : 7 October - 11 October	Module	Topic: Diversification Strategy
Week 12 : 14 October - 18 October	Module	Topic: Implementing Corporate Strategy
Week 13 : 21 October - 25 October	Module	Topic: The Future of Strategy

Attendance Requirements

Not Applicable - as no class attendance is required

General Schedule Information

Please see the course Moodle site for more information.

Course Resources

Prescribed Resources

Grant, R.M. (2019). *Contemporary Strategy Analysis*. (11th ed.) John Wiley & Sons. ISBN: 978-1-119-81523-5

Recommended Resources

Rumelt, R. (2011). *Good Strategy, Bad Strategy*. Profile Books. ISBN: 978-1-84668-481-4

Course Evaluation and Development

Student feedback will be taken at the end of the course in the form of myExperience evaluations. Constructive feedback will be used to improve the quality of the course. Earlier feedback has resulted in a number of improvements, especially with respect to the forum interactions, the provision of marking guidance, and the timing of assessment submissions.

Important note: Students are reminded that any feedback provided should be constructive and

professional and that they are bound by the UNSW Code of Conduct and Values.

Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Convenor	Dr Keiran Sharpe		Building 27, Room 116, School of Business, UNSW Canberra	+61 2 5114 5674	Generally contactable via email in the first instance	Yes	Yes

Other Useful Information

School Contact Information

School of Business

Email: Business@adfa.edu.au