MBAE7502 Executive Strategy: Growth and Innovation (Residential) - 2024

Published on the 19 Dec 2023

General Course Information

Course Code : MBAE7502
Year : 2024
Term : Term 1
Teaching Period : T1
Is a multi-term course? : No
Faculty : UNSW Business School
Academic Unit : AGSM MBA Programs
Delivery Mode : In Person
Delivery Format : Non Standard
Delivery Location : Kensington
Campus : Sydney
Study Level : Postgraduate
Units of Credit : 6

Useful Links

Handbook Class Timetable

Course Details & Outcomes

Course Description

The capstone year of the MBA (Executive) Program focuses on themes of growth, innovation,

disruption and transformation. As part of the capstone year, this course will help you develop strategic thinking and analysis skills that you will apply in formulating effective growth strategies for your organisation. You will do this by applying tools and frameworks from the field of strategic management and using aspects of human-centred design, including empathy, ideation and prototyping to identify, evaluate and plan the implementation of value-creating growth options.

Primary paths for organisational growth include expansion into new products/services, and expansion into new markets (i.e. geographic locations and customer segments). For each of these two expansion paths there are several alternative vehicles for growth, including organic growth, mergers and acquisitions, strategic partnerships or alliances. Many organisations employ all of these vehicles in their growth strategies. In the course, we will discuss each of these paths and vehicles for growing organisations and identify and evaluate growth options in a variety of sectors and contexts. We will also apply a resource and capability perspective as the platform for identifying growth and innovation options ranging from close adjacencies, further adjacencies, and (currently) unrelated businesses.

However, identifying attractive growth options does not automatically translate into success. Managers also need to be able to successfully implement their growth strategy. An integrated growth strategy therefore includes a plan for obtaining the capabilities needed to succeed in each growth and innovation option, and the timing and phasing of each step of expanding the organisation. An integrated growth strategy also requires identifying and analysing the risks that may prevent the capture of expected economic benefits. We will discuss how to limit risk by identifying growth and innovation options that leverage the existing strengths of the organisation, evaluating whether an organisation is the natural or best owner of a given business, and avoiding paying too much for an acquisition.

Relationship to Other Courses

As you study this course, you will also study the two-unit-of-credit course *MBAE7505 Executive Accelerator Initial Term* and one day of the five-day residential will focus on that course.

This course builds on the content and knowledge covered in MBA (Executive) Stage 1 strategy-focused courses.

Course Learning Outcomes

Course Learning Outcomes	Program learning outcomes
CLO1 : Distinguish between different growth paths via expanding organisational boundaries: vertical, horizontal and geographic (including international expansion).	• PLO1 : Business Knowledge • PLO6 : Global and Cultural Competence
CLO2 : Use aspects of human centred design as part of a growth strategy formulation and implementation process.	• PLO2 : Problem Solving
CLO3 : Analyse, select and justify the choice of organic growth, strategic partnerships, or mergers and acquisitions.	• PLO1 : Business Knowledge • PLO2 : Problem Solving
CLO4 : Understand the role of strategic innovation in growth strategies.	• PLO1 : Business Knowledge
CLO5 : Recommend appropriate strategies for addressing resource and capability gaps to enable growth.	• PLO2 : Problem Solving
CLO6 : Identify the risks of different growth options and propose ways to mitigate and manage these risks.	• PLO2 : Problem Solving
CLO7 : Understand how to identify, analyse and address key ethical, cultural and sustainability (profit, people, planet) risks and opportunities as part of organisational growth strategies.	• PLO5 : Responsible Business Practice
CLO8 : Be able to communicate (verbally and in writing) a coherent and compelling growth strategy to a senior management audience.	• PLO3 : Business Communication
CLO9 : Collaborate with your peers in a team to develop an integrated growth strategy for an organisation, and reflect on your and your team members' contributions to the team's processes and achievement.	• PLO4 : Teamwork
CLO10 : Understand the motivations for business growth and how to assess potential value creation from growth initiatives.	• PLO1 : Business Knowledge
CLO11 : Combine critical, creative and practical thinking to generate, evaluate and plan the implementation of organisational growth options into an integrated growth strategy	• PLO2 : Problem Solving

Course Learning Outcomes	Assessment Item
CLO1 : Distinguish between different growth paths via expanding organisational boundaries: vertical, horizontal and geographic (including international expansion).	• Quizzes • Live case growth and innovation strategy paper • Individual growth and innovation strategy paper • Part A: Quality of participation during the residential • Part B: Team participation during course activities
CLO2 : Use aspects of human centred design as part of a growth strategy formulation and implementation process.	• Live case growth and innovation strategy paper • Individual growth and innovation strategy paper
CLO3 : Analyse, select and justify the choice of organic growth, strategic partnerships, or mergers and acquisitions.	• Live case growth and innovation strategy paper • Individual growth and innovation strategy paper
CLO4 : Understand the role of strategic innovation in growth strategies.	• Live case growth and innovation strategy paper • Individual growth and innovation strategy paper
CLO5 : Recommend appropriate strategies for addressing resource and capability gaps to enable growth.	• Live case growth and innovation strategy paper • Individual growth and innovation strategy paper
CLO6 : Identify the risks of different growth options and propose ways to mitigate and manage these risks.	• Live case growth and innovation strategy paper • Individual growth and innovation strategy paper
CLO7 : Understand how to identify, analyse and address key ethical, cultural and sustainability (profit, people, planet) risks and opportunities as part of organisational growth strategies.	• Live case growth and innovation strategy paper • Individual growth and innovation strategy paper
CLO8 : Be able to communicate (verbally and in writing) a coherent and compelling growth strategy to a senior management audience.	• Part A: Quality of participation during the residential • Part B: Team participation during course activities • Live case growth and innovation strategy paper • Individual growth and innovation strategy paper
CLO9 : Collaborate with your peers in a team to develop an integrated growth strategy for an organisation, and reflect on your and your team members' contributions to the team's processes and achievement.	• Live case growth and innovation strategy paper
CLO10 : Understand the motivations for	• Individual growth and innovation strategy

business growth and how to assess potential value creation from growth initiatives.	paper • Live case growth and innovation strategy paper
CLO11 : Combine critical, creative and practical thinking to generate, evaluate and plan the implementation of organisational growth options into an integrated growth strategy	• Individual growth and innovation strategy paper • Live case growth and innovation strategy paper

Learning and Teaching Technologies

Moodle - Learning Management System | Zoom

Additional Course Information

Structure:

The course involves three stages: (i) pre-residential, (ii) residential, and (iii) post-residential. The pre-residential stage comprises the first three weeks of the course and involves reading the Unit materials. These course materials explain the concepts, theories and tools utilised in formulating growth strategies for organisations. You will practise applying the concepts and tools by answering reflection questions throughout each Unit. Your knowledge of the course materials will be assessed through three quizzes during each of the first three weeks of the course.

The residential stage encompasses four days (following the day focusing on the Executive Accelerator Initial Term course) during Week 4 of the course. You will apply the concepts and tools covered in the first three weeks throughout the four days. Think of the residential as an opportunity to immerse yourself in deliberate practice mode to significantly increase your skills in applying the course concepts and tools. You will be working in teams throughout much of the residential and will also benefit from learning from each other. We will use written case studies as well as a live case study of an organisation facing growth challenges. You will apply course concepts and tools throughout the four days to develop a prototype growth strategy for the live case study organisation. Following the residential, your team will refine and further develop your growth strategy recommendations for the live case.

The post-residential stage comprises Weeks 5 to 10 of the course. In this stage, you will continue to enhance your learning about the course concepts and tools through working in teams and learning from each other, an online cohort meeting with the facilitator in Week 8, and peer feedback from the cohort. Your ability to apply the course concepts and tools will be assessed

through: (i) a written assessment for your team's recommended growth and innovation strategy of the live case study organisation, and (ii) a written assessment of your recommended growth and innovation strategy for your own organisation. Also, you will be assessed throughout the course on your participation. To help structure your growth and innovation strategy for your own organisation, you will write a one-page summary for the individual written assessment and receive feedback from your cohort peers on your summary.

Assessments

Assessment Structure

Assessment Item	Weight	Relevant Dates	Program learning outcomes
Quizzes Assessment Format: Individual	15%	Due Date: By Friday of Week 1(Quiz 1a), Week 2(Quiz 1b) and Week 3(Quiz 1c) by 3pm & no later than 3pm the day before residential	• PLO1 : Business Knowledge
Live case growth and innovation strategy paper Assessment Format: Group	30%	Due Date: Monday of Week 7 by 3pm Sydney time	• PLO1 : Business Knowledge • PLO2 : Problem Solving • PLO3 : Business Communication • PLO4 : Teamwork • PLO5 : Responsible Business Practice • PLO6 : Global and Cultural Competence
Individual growth and innovation strategy paper Assessment Format: Individual	35%	Due Date: Friday of Week 10 by 3pm Sydney time	• PLO1 : Business Knowledge • PLO2 : Problem Solving • PLO3 : Business Communication • PLO5 : Responsible Business Practice • PLO6 : Global and Cultural Competence
Part A: Quality of participation during the residential Assessment Format: Individual	10%	Due Date: Throughout residential in Week 4	• PLO1 : Business Knowledge • PLO3 : Business Communication • PLO6 : Global and Cultural Competence
Part B: Team participation during course activities Assessment Format: Individual	10%	Due Date: Friday of Week 9 by 3pm Sydney time	• PLO1 : Business Knowledge • PLO3 : Business Communication • PLO6 : Global and Cultural Competence

Assessment Details
Quizzes

Course Learning Outcomes

- CLO1 : Distinguish between different growth paths via expanding organisational boundaries: vertical, horizontal and geographic (including international expansion).

Assessment Length

15 minutes (each quiz)

Live case growth and innovation strategy paper

Assessment Overview

-

Course Learning Outcomes

- CLO1 : Distinguish between different growth paths via expanding organisational boundaries: vertical, horizontal and geographic (including international expansion).
- CLO2 : Use aspects of human centred design as part of a growth strategy formulation and implementation process.
- CLO3 : Analyse, select and justify the choice of organic growth, strategic partnerships, or mergers and acquisitions.
- CLO4 : Understand the role of strategic innovation in growth strategies.
- CLO5 : Recommend appropriate strategies for addressing resource and capability gaps to enable growth.
- CLO6 : Identify the risks of different growth options and propose ways to mitigate and manage these risks.
- CLO7 : Understand how to identify, analyse and address key ethical, cultural and sustainability (profit, people, planet) risks and opportunities as part of organisational growth strategies.
- CLO8 : Be able to communicate (verbally and in writing) a coherent and compelling growth strategy to a senior management audience.
- CLO9 : Collaborate with your peers in a team to develop an integrated growth strategy for an organisation, and reflect on your and your team members' contributions to the team's processes and achievement.
- CLO10 : Understand the motivations for business growth and how to assess potential value creation from growth initiatives.
- CLO11 : Combine critical, creative and practical thinking to generate, evaluate and plan the implementation of organisational growth options into an integrated growth strategy

Assessment Length

10-page written report (double spaced)

Individual growth and innovation strategy paper

Course Learning Outcomes

- CLO1 : Distinguish between different growth paths via expanding organisational boundaries: vertical, horizontal and geographic (including international expansion).
- CLO2 : Use aspects of human centred design as part of a growth strategy formulation and implementation process.
- CLO3 : Analyse, select and justify the choice of organic growth, strategic partnerships, or mergers and acquisitions.
- CLO4 : Understand the role of strategic innovation in growth strategies.
- CLO5 : Recommend appropriate strategies for addressing resource and capability gaps to enable growth.
- CLO6 : Identify the risks of different growth options and propose ways to mitigate and manage these risks.
- CLO7 : Understand how to identify, analyse and address key ethical, cultural and sustainability (profit, people, planet) risks and opportunities as part of organisational growth strategies.
- CLO8 : Be able to communicate (verbally and in writing) a coherent and compelling growth strategy to a senior management audience.
- CLO10 : Understand the motivations for business growth and how to assess potential value creation from growth initiatives.
- CLO11 : Combine critical, creative and practical thinking to generate, evaluate and plan the implementation of organisational growth options into an integrated growth strategy

Assessment Length

10-page written report (double spaced)

Part A: Quality of participation during the residential

Assessment Overview

-

Course Learning Outcomes

- CLO1 : Distinguish between different growth paths via expanding organisational boundaries: vertical, horizontal and geographic (including international expansion).
- CLO8 : Be able to communicate (verbally and in writing) a coherent and compelling growth strategy to a senior management audience.

Part B: Team participation during course activities

Course Learning Outcomes

- CLO1 : Distinguish between different growth paths via expanding organisational boundaries: vertical, horizontal and geographic (including international expansion).
- CLO8 : Be able to communicate (verbally and in writing) a coherent and compelling growth strategy to a senior management audience.

Assessment Length

Approx. 20 minutes to complete peer rating survey

General Assessment Information

Grading Basis

Standard

Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1	Topic	Unit 1: Motivations for growth and innovation Unit 2: Growing sustainably Unit 3: Expanding organisational scope in logical increments
	Assessment	Assessment 1a: Quiz on Units 1-3 (5%) Completion by end of week* * Quiz 1a MUST be completed by 3pm one day prior to the commencement of the residential. The quiz will not be available after this time. However, we suggest that you complete the quizzes each week and do not leave them to the last minute.
Week 2	Topic	Unit 4: Innovation strategies for growth Unit 5: Generating growth & innovation options Unit 6: Evaluating growth and innovation options
	Assessment	Assessment 1b: Quiz on Units 4-6 (5%) Completion by end of week* *Quiz 1b MUST be completed by 3pm one day prior to the commencement of the residential. The quiz will not be available after this time. Complete the quizzes each week and do not leave them to the last minute.
Week 3	Topic	Unit 7: Planning the implementation of growth and innovation options Unit 8: Vehicles for implementing growth and innovation options Unit 9: Systems thinking for growth and innovation
	Assessment	Assessment 1c: Quiz on Units 7-9 (5%) Completion by Friday at 3pm Sydney time* *Quiz 1c MUST be completed by 3pm Sydney time one day prior to the commencement of the residential. The quiz will not be available after this time. Complete the quizzes each week and do not leave them to the last minute.
Week 4	Other	Attend the residential, participate in all residential activities and make substantive contributions to class discussions
	Assessment	Assessment 4: Part A: Quality of participation during the residential
Week 5	Other	Teamwork on live case growth & innovation strategy
Week 6	Other	Teamwork on live case growth & innovation strategy
Week 7	Topic	Unit 10: Growth Strategy Development Process
	Assessment	Assessment 2: Live case growth and innovation strategy due on Monday by 3pm Sydney time
Week 8	Other	Share one-page summary of your Individual Growth & Innovation Strategy with teammates and provide feedback on your team members' one-page summaries BEFORE the cohort online meeting with the course facilitator (most likely held on Wed or Thurs evening). In the cohort online meeting, we will discuss Unit 10 and answer questions about Assessment 3.
Week 9	Assessment	Assessment 4 Part B: Team participation during course activities due on Friday by 3pm Sydney time
Week 10	Assessment	Assessment 3: Individual growth and innovation strategy paper due on Friday by 3pm Sydney time

Attendance Requirements

This course has a mandatory four-day residential component. There are online activities (asynchronous and synchronous) required before and after the residential.

Note: There is another day of the residential devoted to the two unit of credit course that you will study in parallel to this course – MBAE7505 Executive Accelerator Initial Term – making the residential five days in total.

Course Resources

Prescribed Resources

Learning resources

You have the following resources to help you learn:

1. The course materials. You will do much of your learning in the weeks before and after the residential, and by completing the Units and learning activities as they arise.
2. Your classes during the residential with your Facilitator, who will guide your learning by conducting class discussion, answering questions, providing insights from their practical experience and understanding of theory, providing you with feedback on your assessments, and directing discussions and debates that will occur between you and your co-participants in the classroom.
3. Your co-participants. Your colleagues in the online classes in Moodle and at the residential are an invaluable potential source of learning for you. Their willingness to debate and discuss the course materials represent a great learning opportunity. They can bring valuable insights to the learning experience.

Other resources

BusinessThink

BusinessThink is UNSW's free, online business publication. It is a platform for business research, analysis and opinion. If you would like to subscribe to BusinessThink, and receive the free monthly e-newsletter with the latest in research, opinion and business then go to the [BusinessThink website](#).

Additional Costs

There is a Residential fee associated with this course that covers residential accommodation and catering. The Residential Fee is not covered by Fee-Help.

Course Evaluation and Development

Some feedback suggested that looking at other organisations, in addition to one's own organisation, would be interesting. "We have looked at own organisation a fair bit in the MBA so

far - looking at other organisations could have been more interesting (similar to the group assignment)."

Another comment was that it would have been helpful to know that this course is built on the knowledge of the Stage 1 strategy courses, as some students might not already have completed these.

Response to student feedback:

We have amended the assessment details for the individual assignment so it is now clearer that the students can select either their own organisation or another organisation of their choosing for this assignment, as long as they have access to quality and rich data about the organisation.

We have made it clearer in the course outline that this course builds on the content and knowledge covered in the strategy-focused courses of Stage 1 of the MBA (Executive) Program.

Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Facilitator in charge	Shayne Gary					No	Yes

Other Useful Information
Academic Information

COURSE POLICIES AND SUPPORT

The Business School expects that you are familiar with the contents of this course outline and the UNSW and Business School learning expectations, rules, policies and support services as listed below:

- Program Learning Outcomes
- Academic Integrity and Plagiarism
- Student Responsibilities and Conduct
- Special Consideration
- Protocol for Viewing Final Exam Scripts
- Student Learning Support Services

Further information is provided on the key policies and support page.

Students may not circulate or post online any course materials such as handouts, exams, syllabi or similar resources from their courses without the written permission of their instructor.

STUDENT LEARNING OUTCOMES

The Course Learning Outcomes (CLOs) – under the Outcomes tab – are what you should be able to demonstrate by the end of this course, if you participate fully in learning activities and successfully complete the assessment items.

CLOs also contribute to your achievement of the Program Learning Outcomes (PLOs), which are developed across the duration of a program. PLOs are, in turn, directly linked to UNSW graduate capabilities. More information on Coursework PLOs is available on the key policies and support page. For PG Research PLOs, including MPDBS, please refer to the UNSW HDR Learning Outcomes.

Academic Honesty and Plagarism

As a student at UNSW you are expected to display academic integrity in your work and interactions. Where a student breaches the UNSW Student Code with respect to academic integrity, the University may take disciplinary action under the Student Misconduct Procedure. To assure academic integrity, you may be required to demonstrate reasoning, research and the process of constructing work submitted for assessment.

To assist you in understanding what academic integrity means, and how to ensure that you do comply with the UNSW Student Code, it is strongly recommended that you complete the Working with Academic Integrity module before submitting your first assessment task. It is a free, online self-paced Moodle module that should take about one hour to complete.

Submission of Assessment Tasks

SPECIAL CONSIDERATION

You can apply for special consideration when illness or other circumstances beyond your control interfere with your performance in a specific assessment task or tasks, including online exams. Students studying remotely who have exams scheduled between 10pm and 7am local time, are also able to apply for special consideration to sit a supplementary exam at a time outside of these hours.

Special consideration is primarily intended to provide you with an extra opportunity to demonstrate the level of performance of which you are capable. To apply, and for further information, see Special Consideration on the UNSW Current Students page.

Special consideration applications will be assessed centrally by the Case Review Team, who will update the online application with the outcome and add any relevant comments. The change to the status of the application immediately sends an email to the student and to the assessor with the outcome of the application.

Please note the following:

1. Applications can only be made through Online Services in myUNSW (see the UNSW Current Students page). Applications will not be accepted by teaching staff. The lecturer-in-charge/ course coordinator will be automatically notified when your application is processed.
2. Applying for special consideration does not automatically mean that you will be granted a supplementary exam or other concession.
3. If you experience illness or misadventure in the lead up to an exam or assessment, you must submit an application for special consideration, either prior to the examination taking place, or prior to the assessment submission deadline, except where illness or misadventure prevent you from doing so.
4. If your circumstances stop you from applying before your exam or assessment due date, you must apply within 3 working days of the assessment or the period covered by your supporting documentation.
5. Under the UNSW Fit To Sit/Submit rule, if you sit the exam/submit an assignment, you are declaring yourself well enough to do so and are cannot subsequently apply for special consideration.
6. If you become unwell on the day of – or during – an exam, you must stop working on your exam, advise your course coordinator or tutor and provide a medical certificate dated within 24 hours of the exam, with your special consideration application. For online exams, you must contact your course coordinator or tutor immediately via email, Moodle or chat and advise them you are unwell and submit screenshots of your conversation along with your medical certificate and application.
7. Special consideration requests do not allow the awarding of additional marks to students.

Further information on Business School policy and procedure can be found under "Special Consideration" on the key policies and support page.

LATE SUBMISSION PENALTIES

For assessments other than examinations, late submission will incur a penalty of 5% per day or part thereof (including weekends) from the due date and time. An assessment will not be

accepted after 5 days (120 hours) of the original deadline unless special consideration has been approved. An assignment is considered late if the requested format, such as hard copy or electronic copy, has not been submitted on time or where the 'wrong' assignment has been submitted.

For assessments which account for 10% or less of the overall course grade, and where answers are immediately discussed or debriefed, the LIC may stipulate a different penalty. Details of such late penalties will be available on the course Moodle page.

FEEDBACK ON YOUR ASSESSMENT TASK PERFORMANCE

Feedback on student performance from formative and summative assessment tasks will be provided to students in a timely manner. Assessment tasks completed within the teaching period of a course, other than a final assessment, will be assessed and students provided with feedback, with or without a provisional result, within 10 working days of submission, under normal circumstances. Feedback on continuous assessment tasks (e.g. laboratory and studio-based, workplace-based, weekly quizzes) will be provided prior to the midpoint of the course.

Faculty-specific Information

PROTOCOL FOR VIEWING FINAL EXAM SCRIPTS

UNSW students have the right to view their final exam scripts, subject to a small number of very specific exemptions. The UNSW Business School has set a protocol under which students may view their final exam script. Individual schools within the Faculty may also set up additional local processes for viewing final exam scripts, so it is important that you check with your School.

If you are completing courses from the following schools, please note the additional school-specific information:

- Students in the **School of Accounting, Auditing & Taxation** who wish to view their final examination script should also refer to this page.
- Students in the **School of Banking & Finance** should also refer to this page.
- Students in the **School of Information Systems & Technology Management** should also refer to this page.

COURSE EVALUATION AND DEVELOPMENT

Feedback is regularly sought from students and continual improvements are made based on this feedback. At the end of this course, you will be asked to complete the myExperience survey,

which provides a key source of student evaluative feedback. Your input into this quality enhancement process is extremely valuable in assisting us to meet the needs of our students and provide an effective and enriching learning experience. The results of all surveys are carefully considered and do lead to action towards enhancing educational quality.

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.

TEACHING TIMES AND LOCATIONS

Please note that teaching times and locations are subject to change. Students are strongly advised to refer to the Class Timetable website for the most up-to-date teaching times and locations.