



## UNSW Course Outline

# MNGT5282 Strategy (Full-time, Session 2, Kensington) - 2024

Published on the 13 May 2024

## General Course Information

**Course Code :** MNGT5282

**Year :** 2024

**Term :** Term 2

**Teaching Period :** T2

**Is a multi-term course? :** No

**Faculty :** UNSW Business School

**Academic Unit :** AGSM MBA Programs

**Delivery Mode :** In Person

**Delivery Format :** Standard

**Delivery Location :** Kensington

**Campus :** Sydney

**Study Level :** Postgraduate

**Units of Credit :** 6

### Useful Links

[Handbook Class Timetable](#)

## Course Details & Outcomes

### Course Description

The Strategy course aims to equip students with the skills, knowledge and experience to formulate, evaluate and implement value-creating strategies for organisations. The course introduces students to the contemporary principles, tools and frameworks of strategic

management that support the work of successful strategists in leading sustainable organisations. Whether students work in small or large organisations, whether in a startup, scale up or incumbent, domestically focused or a major international or global organisation, in the public, commercial or not-for-profit sectors, strategic management plays a central role in achieving the objectives of the organisation as we navigate an increasingly complex, disrupted, technology-infused, and dynamic business environment.

## **Relationship to Other Courses**

Strategy describes how a firm faced with competition will deliver superior value. The course will introduce a variety of frameworks that can be used to develop effective strategy.

# Course Learning Outcomes

Course Learning Outcomes	Program learning outcomes
CLO1 : Understand the strategic management process and apply the process to create, present and justify a strategic plan for an organisation based on engagement with a real client organisation	<ul style="list-style-type: none"><li>• PLO1 : Business Knowledge</li><li>• PLO2 : Problem Solving</li></ul>
CLO2 : Apply strategic management tools, concepts, models and frameworks to assess the strategic environment and identify strategic issues and opportunities for domestic, multinational and global organisations	<ul style="list-style-type: none"><li>• PLO2 : Problem Solving</li><li>• PLO6 : Global and Cultural Competence</li></ul>
CLO3 : Identify responsible management issues faced by an organisation from a strategic management perspective	<ul style="list-style-type: none"><li>• PLO5 : Responsible Business Practice</li></ul>
CLO4 : Evaluate the strategic position of an organisation within its environment, identify a range of possible strategic initiatives, and justify implementation of those initiatives that are most likely to achieve an organisation's strategic objectives	<ul style="list-style-type: none"><li>• PLO2 : Problem Solving</li></ul>
CLO5 : Identify key actions and processes required to successfully implement the initiatives and realise the objectives of a strategic plan	<ul style="list-style-type: none"><li>• PLO1 : Business Knowledge</li></ul>
CLO6 : Undertake primary and secondary research to gather information relevant to making strategic decisions and interpret and present the information to support conclusions drawn from analysis	<ul style="list-style-type: none"><li>• PLO1 : Business Knowledge</li><li>• PLO2 : Problem Solving</li><li>• PLO3 : Business Communication</li></ul>
CLO7 : Collaborate with peers in a team to effectively analyse and develop a strategy for an organisation based on engagement with a real client organisation	<ul style="list-style-type: none"><li>• PLO4 : Teamwork</li></ul>

Course Learning Outcomes	Assessment Item
CLO1 : Understand the strategic management process and apply the process to create, present and justify a strategic plan for an organisation based on engagement with a real client organisation	<ul style="list-style-type: none"> <li>• Assessment 1: Quizzes</li> <li>• Assessment 2: Case presentation</li> <li>• Assessment 3: Case Reflection</li> <li>• Assessment 4: Participation</li> </ul>
CLO2 : Apply strategic management tools, concepts, models and frameworks to assess the strategic environment and identify strategic issues and opportunities for domestic, multinational and global organisations	<ul style="list-style-type: none"> <li>• Assessment 1: Quizzes</li> <li>• Assessment 2: Case presentation</li> <li>• Assessment 3: Case Reflection</li> <li>• Assessment 4: Participation</li> </ul>
CLO3 : Identify responsible management issues faced by an organisation from a strategic management perspective	<ul style="list-style-type: none"> <li>• Assessment 2: Case presentation</li> <li>• Assessment 3: Case Reflection</li> <li>• Assessment 4: Participation</li> </ul>
CLO4 : Evaluate the strategic position of an organisation within its environment, identify a range of possible strategic initiatives, and justify implementation of those initiatives that are most likely to achieve an organisation's strategic objectives	<ul style="list-style-type: none"> <li>• Assessment 2: Case presentation</li> <li>• Assessment 3: Case Reflection</li> <li>• Assessment 4: Participation</li> </ul>
CLO5 : Identify key actions and processes required to successfully implement the initiatives and realise the objectives of a strategic plan	<ul style="list-style-type: none"> <li>• Assessment 2: Case presentation</li> <li>• Assessment 3: Case Reflection</li> <li>• Assessment 4: Participation</li> </ul>
CLO6 : Undertake primary and secondary research to gather information relevant to making strategic decisions and interpret and present the information to support conclusions drawn from analysis	<ul style="list-style-type: none"> <li>• Assessment 2: Case presentation</li> <li>• Assessment 3: Case Reflection</li> <li>• Assessment 4: Participation</li> </ul>
CLO7 : Collaborate with peers in a team to effectively analyse and develop a strategy for an organisation based on engagement with a real client organisation	<ul style="list-style-type: none"> <li>• Assessment 2: Case presentation</li> </ul>

## Learning and Teaching Technologies

Moodle - Learning Management System

## Learning and Teaching in this course

The course combines an analytical approach to the issues of strategy planning, with an emphasis on the exercise of judgement by senior managers in the strategic management of the organisation. The teaching method reflects this, using a combination of presentations, class discussions and case studies. The selected cases represent a mixture of Australian and foreign companies, competing in a wide variety of industries. Some of the cases are "classics" that have

been proven over time to be effective for teaching core concepts. Other cases are based on contemporary business issues that are playing out in the global business environment.

You must prepare for class and participate in order for the course to be successful. Practical knowledge of complex subjects cannot be acquired simply by passive listening. Good strategic thinking is developed by testing your analyses and conclusions against the thinking of others. Actively participating in the class discussion is the best way to do this.

#### **Learning activities and teaching strategies:**

This course depends heavily on case discussions. Cases expose the ambiguities that are part and parcel of any decision, and the issues involved in going from principles to practices. Case discussions also develop the skills of persuasion, analysis and listening that are key to the success of any general manager.

You must prepare for class and participate actively in class discussion to succeed in this course. Preparation for class involves:

- reading the assigned background material and cases thoroughly
- reflecting on how the readings help understand the situation described in the case
- applying the readings to the case.

## **Additional Course Information**

### **Responsible Management Curriculum at AGSM:**

The Responsible Management Curriculum at AGSM is a whole-of-program systematic approach to embedding responsible management in your MBA education. This includes ethical, sustainable and inclusive decision-making and action. The curriculum offers an optional component enabling you to achieve an additional credential.

### ***Responsible Management Foundations***

You will complete this module as part of your *Foundations of Management* course. It will help you to understand the fundamental challenges encountered by leaders today and to acquire the skills that can help you to solve them.

### ***During MBA Core Courses***

***Responsible Management in Context:*** Week 1 of every core course includes content on the

material issues relating to responsible management in that discipline. This will help you to understand these material issues and to apply your foundational knowledge of responsible management to solving these most challenging problems faced by managers today.

***Responsible Management in Action:*** You will have the opportunity to engage in guided discussions with thought leaders in responsible management. These sessions are optional. However, they are a requirement for those students seeking to become an AGSM Fellow of Responsible Management.

#### ***Post-MBA (optional) - Fellowship of Responsible Management***

Students have the opportunity to achieve the credential 'AGSM Fellow of Responsible Management'. This requires participation in *Responsible Management in Action* (see above) each term and submission of a Responsible Management Portfolio prior to graduation. The final requirement is for each applicant to complete a viva in front of a panel of esteemed leaders at graduation. Successful candidates will be awarded the postnominal FRM and a digital credential.

## **Assessments**

### **Assessment Structure**

Assessment Item	Weight	Relevant Dates	Program learning outcomes
Assessment 1: Quizzes Assessment Format: Individual	20%	Due Date: In class in Week 4 (Class 4)	<ul style="list-style-type: none"><li>• PLO1 : Business Knowledge</li><li>• PLO2 : Problem Solving</li><li>• PLO5 : Responsible Business Practice</li></ul>
Assessment 2: Case presentation Assessment Format: Group	30%	Due Date: In class in Week 11 (Class 10)	<ul style="list-style-type: none"><li>• PLO1 : Business Knowledge</li><li>• PLO2 : Problem Solving</li><li>• PLO3 : Business Communication</li><li>• PLO4 : Teamwork</li></ul>
Assessment 3: Case Reflection Assessment Format: Individual Short Extension: Yes (7 days)	30%	Due Date: Monday of Week 12 by 3pm Sydney time	<ul style="list-style-type: none"><li>• PLO1 : Business Knowledge</li><li>• PLO2 : Problem Solving</li><li>• PLO3 : Business Communication</li><li>• PLO4 : Teamwork</li></ul>
Assessment 4: Participation Assessment Format: Individual	20%	Due Date: Throughout the term	<ul style="list-style-type: none"><li>• PLO3 : Business Communication</li><li>• PLO6 : Global and Cultural Competence</li></ul>

# **Assessment Details**

## **Assessment 1: Quizzes**

### Course Learning Outcomes

- CLO1 : Understand the strategic management process and apply the process to create, present and justify a strategic plan for an organisation based on engagement with a real client organisation
- CLO2 : Apply strategic management tools, concepts, models and frameworks to assess the strategic environment and identify strategic issues and opportunities for domestic, multinational and global organisations

### Assessment Length

One hour

### Assessment information

There is one quiz only during the term.

## **Assessment 2: Case presentation**

### Course Learning Outcomes

- CLO1 : Understand the strategic management process and apply the process to create, present and justify a strategic plan for an organisation based on engagement with a real client organisation
- CLO2 : Apply strategic management tools, concepts, models and frameworks to assess the strategic environment and identify strategic issues and opportunities for domestic, multinational and global organisations
- CLO3 : Identify responsible management issues faced by an organisation from a strategic management perspective
- CLO4 : Evaluate the strategic position of an organisation within its environment, identify a range of possible strategic initiatives, and justify implementation of those initiatives that are most likely to achieve an organisation's strategic objectives
- CLO5 : Identify key actions and processes required to successfully implement the initiatives and realise the objectives of a strategic plan
- CLO6 : Undertake primary and secondary research to gather information relevant to making strategic decisions and interpret and present the information to support conclusions drawn from analysis
- CLO7 : Collaborate with peers in a team to effectively analyse and develop a strategy for an organisation based on engagement with a real client organisation

### Assessment Length

15 minutes

## **Assessment 3: Case Reflection**

### **Course Learning Outcomes**

- CLO1 : Understand the strategic management process and apply the process to create, present and justify a strategic plan for an organisation based on engagement with a real client organisation
- CLO2 : Apply strategic management tools, concepts, models and frameworks to assess the strategic environment and identify strategic issues and opportunities for domestic, multinational and global organisations
- CLO3 : Identify responsible management issues faced by an organisation from a strategic management perspective
- CLO4 : Evaluate the strategic position of an organisation within its environment, identify a range of possible strategic initiatives, and justify implementation of those initiatives that are most likely to achieve an organisation's strategic objectives
- CLO5 : Identify key actions and processes required to successfully implement the initiatives and realise the objectives of a strategic plan
- CLO6 : Undertake primary and secondary research to gather information relevant to making strategic decisions and interpret and present the information to support conclusions drawn from analysis

### **Assessment Length**

2,000-3,000 words

## **Assessment 4: Participation**

### **Course Learning Outcomes**

- CLO1 : Understand the strategic management process and apply the process to create, present and justify a strategic plan for an organisation based on engagement with a real client organisation
- CLO2 : Apply strategic management tools, concepts, models and frameworks to assess the strategic environment and identify strategic issues and opportunities for domestic, multinational and global organisations
- CLO3 : Identify responsible management issues faced by an organisation from a strategic management perspective
- CLO4 : Evaluate the strategic position of an organisation within its environment, identify a range of possible strategic initiatives, and justify implementation of those initiatives that are most likely to achieve an organisation's strategic objectives
- CLO5 : Identify key actions and processes required to successfully implement the initiatives and realise the objectives of a strategic plan
- CLO6 : Undertake primary and secondary research to gather information relevant to making strategic decisions and interpret and present the information to support conclusions drawn from analysis

## Assessment Length

N/A

# General Assessment Information

## Grading Basis

Standard

## Requirements to pass course

Students are expected to attempt all assessment requirements, and must achieve a composite mark of at least 50 out of 100 to pass the course.

Students are also expected to actively engage in course learning activities. Failure to engage in assessment tasks that are integrated into learning activities (e.g. class discussion, presentations) will be reflected in the marks for these assessable activities.

# Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 27 May - 2 June	Topic	Class 1: What is a business model? What is strategy? Responsible management in the context of Strategy Class 2: External analysis
	Assessment	Assessment 4: Participation
Week 2 : 3 June - 9 June	Topic	Class 3: Elements of good strategy
	Assessment	Assessment 4: Participation
Week 3 : 10 June - 16 June	Other	No class: public holiday on Monday
Week 4 : 17 June - 23 June	Topic	Class 4: Strategy and complexity
	Assessment	Assessment 1: Quiz in class (Class 4) Assessment 4: Participation
Week 5 : 24 June - 30 June	Topic	Class 5: Shared value
	Assessment	Assessment 4: Participation
Week 6 : 1 July - 7 July	Other	Independent Study Week
Week 7 : 8 July - 14 July	Topic	Class 6: Strategic alignment
	Assessment	Assessment 4: Participation
Week 8 : 15 July - 21 July	Topic	Class 7: Strategy for turnarounds
	Assessment	Assessment 4: Participation
Week 9 : 22 July - 28 July	Topic	Class 8: Strategic agility and disruption
	Assessment	Assessment 4: Participation
Week 10 : 29 July - 4 August	Topic	Class 9: Implementing strategy
	Assessment	Assessment 4: Participation
Week 11 : 5 August - 11 August	Assessment	Assessment 2: Case presentation in class (Class 10)
Week 12 : 12 August - 18 August	Assessment	Assessment 3: Case Reflection due on Monday of Week 12 by 3pm Sydney time

# Attendance Requirements

Students must attend the scheduled in-person three-hour facilitated class discussions.

# Course Resources

## Prescribed Resources

### Course resources

All course materials will be posted in Moodle.

### 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 [BusinessThink](#).

# Course Evaluation and Development

The course will run in the same format that students have responded so favourably to in recent years. As always, some of the cases and articles will be updated. We will include the impact of AI on strategy in some of our discussions.

The design of the online discussion forum will be adjusted to address the concerns raised, which will place more emphasis on participation during class.

# Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Facilitator	Patrick Sharry					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 Plagiarism

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.