



## UNSW Course Outline

# MGMT3001 Business and Corporate Strategy - 2024

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## General Course Information

**Course Code :** MGMT3001

**Year :** 2024

**Term :** Term 1

**Teaching Period :** T1

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

**Faculty :** UNSW Business School

**Academic Unit :** School of Management and Governance

**Delivery Mode :** In Person

**Delivery Format :** Standard

**Delivery Location :** Kensington

**Campus :** Sydney

**Study Level :** Undergraduate

**Units of Credit :** 6

### Useful Links

[Handbook Class Timetable](#)

## Course Details & Outcomes

### Course Description

This course provides a detailed analysis of the latest developments in the theory and practice of strategic management. The course examines how organisations in different industries choose goals and strategically position themselves to achieve success. We focus on enhancing

'strategic thinking' skills, by critically reflecting on issues such as shareholder value, long term vs short term horizons, and corporate social responsibility.

## **Course Aims**

Analyse strategic management theory and practice, examining goal-setting and strategic positioning for organisational success. Enhance strategic thinking skills and explore topics like shareholder value and corporate social responsibility.

## **Relationship to Other Courses**

Business and Corporate Strategy is one of the core courses in the newly introduced Innovation, Strategy, and Entrepreneurship major, designed for undergraduate students. It is also open to students outside of the major meeting the prerequisites for taking the course. The prerequisites for this course are MGMT1001 or COMM1100 or COMM1120 or COMM1170 or 12 units of credit in Business courses.

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 and surrounding conditions support different types of strategies, (2) how such 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, globalisation, and changing minds of people are changing both industry conditions and the strategic options for organisations.

Rather than to emphasise a specialised, functional perspective on business situations, we broaden our focus in this course to consider the total organisation, its environment, its internal condition, and its prospects for success. In this course, you will be able to integrate knowledge you already have from other courses and beyond. The overriding intent of the course is to help you better prepare for a successful career by urging you to develop a holistic framework of thinking about businesses.

# Course Learning Outcomes

Course Learning Outcomes	Program learning outcomes
CLO1 : 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 strategic advantage.	<ul style="list-style-type: none"> <li>• PL01 : Business Knowledge</li> <li>• PL05 : Responsible Business Practice</li> <li>• PL06 : Global and Cultural Competence</li> </ul>
CLO2 : Understand, explain and analyse managerial tasks associated with implementing strategies and the range of actions managers can take to successfully implement strategy – leading to making strategic recommendations for achieving effective outcomes in complex environments.	<ul style="list-style-type: none"> <li>• PL01 : Business Knowledge</li> <li>• PL02 : Problem Solving</li> <li>• PL03 : Business Communication</li> <li>• PL05 : Responsible Business Practice</li> <li>• PL06 : Global and Cultural Competence</li> </ul>
CLO3 : Demonstrate sound understanding of fundamental strategic management concepts and their applications, while being aware of global business environment and analyse business decisions / practices in a culturally diverse context.	<ul style="list-style-type: none"> <li>• PL01 : Business Knowledge</li> <li>• PL05 : Responsible Business Practice</li> <li>• PL06 : Global and Cultural Competence</li> </ul>
CLO4 : Explain and persuasively present a business analysis and strategy proposal through working as a team	<ul style="list-style-type: none"> <li>• PL01 : Business Knowledge</li> <li>• PL02 : Problem Solving</li> <li>• PL03 : Business Communication</li> <li>• PL04 : Teamwork</li> <li>• PL05 : Responsible Business Practice</li> <li>• PL06 : Global and Cultural Competence</li> <li>• PL07 : Leadership Development</li> </ul>
CLO5 : 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.	<ul style="list-style-type: none"> <li>• PL01 : Business Knowledge</li> <li>• PL05 : Responsible Business Practice</li> <li>• PL06 : Global and Cultural Competence</li> </ul>

Course Learning Outcomes	Assessment Item
CLO1 : 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 strategic advantage.	<ul style="list-style-type: none"> <li>• Reflection and synthesis</li> </ul>
CLO2 : Understand, explain and analyse managerial tasks associated with implementing strategies and the range of actions managers can take to successfully implement strategy – leading to making strategic recommendations for achieving effective outcomes in complex environments.	<ul style="list-style-type: none"> <li>• Tutorial presentation</li> <li>• Reflection and synthesis</li> </ul>
CLO3 : Demonstrate sound understanding of fundamental strategic management concepts and their applications, while being aware of global business environment and analyse business decisions / practices in a culturally diverse context.	<ul style="list-style-type: none"> <li>• Quiz</li> <li>• Tutorial presentation</li> <li>• Reflection and synthesis</li> </ul>
CLO4 : Explain and persuasively present a business analysis and strategy proposal through working as a team	<ul style="list-style-type: none"> <li>• Self and peer evaluation</li> <li>• Tutorial presentation</li> <li>• Reflection and synthesis</li> </ul>
CLO5 : 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.	<ul style="list-style-type: none"> <li>• Tutorial presentation</li> <li>• Reflection and synthesis</li> </ul>

## Learning and Teaching Technologies

Moodle - Learning Management System

## Learning and Teaching in this course

The course emphasises the importance of analysis, formulation, and implementation of strategy for success that is sustainable for both short and long term. 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. In this light, we will approach strategy as a framework of thinking holistically.

# Assessments

## Assessment Structure

Assessment Item	Weight	Relevant Dates
Reflection and synthesis Assessment Format: Individual	40%	Due Date: Submitted two times during term (1st: 10%, 2nd: 30%)
Tutorial presentation Assessment Format: Group	30%	Due Date: Each team will (1st) facilitate a tutorial between W4-9, inclusive, and (2nd) do a final presentation on Week 10
Quiz Assessment Format: Individual	20%	Due Date: Quiz will be held twice during term
Self and peer evaluation Assessment Format: Group	10%	Start Date: 13/11/2023 09:00 AM Due Date: 17/11/2023 04:00 PM

## Assessment Details

### Reflection and synthesis

#### Assessment Overview

Individual video essays to help students reflect on their learnings, synthesise the core concepts, and enhance critical thinking.

Assesses: PLO1, PLO2, PLO3, PLO5, PLO6, PLO7

myBcom points PLO3

#### Course Learning Outcomes

- CLO1 : 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 strategic advantage.
- CLO2 : Understand, explain and analyse managerial tasks associated with implementing strategies and the range of actions managers can take to successfully implement strategy – leading to making strategic recommendations for achieving effective outcomes in complex environments.
- CLO3 : Demonstrate sound understanding of fundamental strategic management concepts and their applications, while being aware of global business environment and analyse business decisions / practices in a culturally diverse context.
- CLO4 : Explain and persuasively present a business analysis and strategy proposal through working as a team
- CLO5 : 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.

### Detailed Assessment Description

Special considerations / Short extensions:

As this is an individual assessment, short extensions will be available for this assignment for up to two (2) days.

### Assessment Length

3-5 minute video (1st) / 5-7 minute video (2nd)

### Submission notes

1st submission will be due on Week 4, covering Weeks 1-3. 2nd submission will be due on Week 9, covering weeks 1-8.

## **Tutorial presentation**

### Assessment Overview

Team projects for students to apply core concepts from the course to real-life situations, while practicing their teamwork skills.

Assesses: PLO1, PLO2, PLO3, PLO4, PLO5, PLO6, PLO7

myBcom points PLO5

### Course Learning Outcomes

- CLO2 : Understand, explain and analyse managerial tasks associated with implementing strategies and the range of actions managers can take to successfully implement strategy – leading to making strategic recommendations for achieving effective outcomes in complex environments.
- CLO3 : Demonstrate sound understanding of fundamental strategic management concepts and their applications, while being aware of global business environment and analyse business decisions / practices in a culturally diverse context.
- CLO4 : Explain and persuasively present a business analysis and strategy proposal through working as a team
- CLO5 : 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.

### Assessment Length

40 minutes in-tutorial facilitation (1st, 15%) / 15 minutes in-tutorial final presentation (2nd, 15%)

### Submission notes

All facilitations and presentations will be team-based and delivered in-person during tutorials.

### Assessment information

Special considerations:

**Short extensions are NOT available for this assessment.** Requests for extensions to submit this assessment task can only be applied through UNSW's Special Consideration.

## **Quiz**

### Assessment Overview

Online quiz to test students' basic understanding of the core concepts from the lecture.

Assesses: PLO1, PLO2, PLO6

### Course Learning Outcomes

- CL03 : Demonstrate sound understanding of fundamental strategic management concepts and their applications, while being aware of global business environment and analyse business decisions / practices in a culturally diverse context.

### Submission notes

1st quiz will be held during Week 4 and 2nd quiz on Week 9. Both will close on 4PM Monday of the following week.

### Assessment information

Special considerations / Short extensions:

As this is an individual assessement, short extensions will be available for this assignment for up to two (2) days.

## **Self and peer evaluation**

### Assessment Overview

Self- and peer-evaluation to assess how the team worked together throughout the term.

Assesses: PLO1, PLO3, PLO4

myBcom points and PL04

### Course Learning Outcomes

- CL04 : Explain and persuasively present a business analysis and strategy proposal through working as a team

### Submission notes

Online questionnaire administered through Moodle

### Assessment information

Special considerations / Short extensions:

As this is an individual assesement, short extensions will be available for this assignment for up to two (2) days.

## **General Assessment Information**

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.

### Grading Basis

Standard



# Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 12 February - 18 February	Lecture	Strategic thinking / Stakeholders and CSR
	Tutorial	Introductions / Living Case Study (groups and allocations)
Week 2 : 19 February - 25 February	Lecture	Setting goals and organising businesses
	Tutorial	LCS overview + Starting to uncover your LCS organisation
Week 3 : 26 February - 3 March	Lecture	External Environment – opportunities and threats
	Tutorial	Continuing to uncover your LCS organisation: What does it look like and where is it now?
Week 4 : 4 March - 10 March	Lecture	Internal Environment - resources and capabilities
	Tutorial	Situating your (LCS) organisation
Week 5 : 11 March - 17 March	Lecture	Innovation, Leadership and Entre- & Intra-preneurship
	Tutorial	Resources and capabilities – What do you have?
Week 6 : 18 March - 24 March	Other	Flexibility week - No lecture / tutorial
Week 7 : 25 March - 31 March	Lecture	Competitive strategy
	Tutorial	Looking further into innovation and leadership
Week 8 : 1 April - 7 April	Lecture	Growth strategies & Managing strategy across organisation
	Tutorial	Looking further into building competitive strategy
Week 9 : 8 April - 14 April	Lecture	Organisational change and evaluating success
	Tutorial	Looking further into thinking about corporate-level strategy
Week 10 : 15 April - 21 April	Lecture	Wrapping it up: Strategic thinking leadership
	Tutorial	Final presentations

## Attendance Requirements

Students are strongly encouraged to attend all classes and review lecture recordings.

## General Schedule Information

The Friday tutorials in week 7 (Good Friday) will not be held, but will be replaced with an asynchronous online learning activity. All other tutorials that week will be on as usual.

## Course Resources

### Prescribed Resources

Required textbook: Thompson, J. , Scott, J.M and Martin, F., 2023, "Strategic Management: Awareness and Change (10th Edition)". Cengage Learning.

The textbook is available in hard copy and electronic formats. Most of weekly case studies discussed in the lectures are included in the textbook. Additional information on how to acquire the textbook, required readings, and materials for each week will be available on Moodle. Please contact the lecturer-in-charge as soon as possible if you have trouble getting access to the course material.

# Course Evaluation and Development

We take feedback from the students for MGMT3001 seriously. The course is continuously being updated to better fit the students' needs and provide a more authentic learning experience. Not relying solely on written reports or written exams to evaluate a student's learning is part of that endeavour, as strategy is something that constantly evolves and interactive communication is a big part of it. Assessments such as "reflection and synthesis" which requires a video essay submission is part of such endeavour as well. Relatively more mundane tasks, such as "knowledge quizzes", are also being updated regularly to better reflect changes and updates in the course content. The teaching team also endeavours to incorporate timely and relevant issues into considering business and corporate strategy--such as impact of AI technology or environmental sustainability. We also continuously work to provide better experience in tutorials and to better communicate what is expected of the students in assessments, as such areas are often the key for improving student experience.

## Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Lecturer	Chuljin Park				by appointment	No	Yes
Tutor	Carolyn Ngowi				by appointment	No	No
	Isabella (Tianpei) Dong				by appointment	No	No

## 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.