Unit Outline

MGMT3010 Strategic Management
Semester 1, 2020

Unit study package code:	MGMT3010
Mode of study:	Internal
Tuition pattern summary:	Note: For any specific variations to this tuition pattern and for precise information refer to the Learning Activities section.
	Seminar: 1 x 3 Hours Weekly
	This unit does not have a fieldwork component.
Credit Value:	25.0
Pre-requisite units:	MGMT1002 (v.0) Communication, Culture and Indigenous Perspectives in Business or any previous version
Co-requisite units:	Nil
Anti-requisite units:	Nil
Result type:	Grade/Mark
Approved incidental fees:	Information about approved incidental fees can be obtained from our website. Visit fees.curtin.edu.au/incidental_fees.cfm for details.
Unit coordinator:	**Title:** Mr
	Name: Darrell Jones
	Phone: please e-mail
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	Location: Building: please e-mail - Room: please e-mail
	Consultation times: By Appointment via e-mail darrell.jones@curtin.edu.au
Teaching Staff:	**Name:** Darrell Jones
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	Email: darrell.jones@curtin.edu.au
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Administrative contact:	Name:	Claire Loh
	Phone:	Please e-mail
	Email:	CBSMANTeachingSupport@curtin.edu.au
	Location:	Building: Please e-mail - Room: Please e-mail

Learning Management System: Blackboard (lms.curtin.edu.au)

Acknowledgement of Country

We respectfully acknowledge the Indigenous Elders, custodians, their descendants and kin of this land past and present. The Centre for Aboriginal Studies aspires to contribute to positive social change for Indigenous Australians through higher education and research.

Syllabus

This unit focuses on the practice and concepts of strategic management through the introduction of appropriate theoretical models and frameworks. The central issue of the unit is the achievement of competitive advantage: internal and external drivers of competitive advantage, the link between strategy formulation and implementation, the role of strategic leadership in formulating and implementing strategy.

Introduction

Strategic Management today is a complex process requiring advanced skills. International expansion, network advantage and resource optimisation pervade every aspect of this critical aspect of management. Successful managers need up-to–date guidance on the creation and implementation of effective strategies. This unit is specifically designed to meet these requirements. The design, content, concepts and supportive reading material all reflect current issues and the latest perspectives. As the unit coordinator, I am confident that any manager or aspiring manager will find this unit valuable and relevant to the real business setting. Interactive class activities and unit assignments are designed to create an engaging and rewarding experience for students.

Unit Learning Outcomes

All graduates of Curtin University achieve a set of six Graduate Capabilities during their course of study. These inform an employer that, through your studies, you have acquired discipline knowledge and a range of other skills and capabilities which employers would value in a professional setting. Each unit in your course addresses the Graduate Capabilities through a clearly identified set of learning outcomes. They form a vital part in the process referred to as assurance of learning. The learning outcomes notify you of what you are expected to know, understand or be able to do in order to be successful in this unit. Each assessment for this unit is carefully designed to test your knowledge of one or more of the unit learning outcomes. On successfully completing all of the assessments you will have achieved all of these learning outcomes.

Your course has been designed so that on graduating you will have achieved all of Curtin's Graduate Capabilities through the assurance of learning processes in each unit.

	On successful completion of this unit students can:	Graduate Capabilities addressed
1	Apply analytical tools of strategic management to competitive situations in a variety of industries	☑ 💡
2	Identify strategic issues, evaluate a company's competitive position and synthesise recommendations for the future based on the analysis	🖱
3	Critically analyse a company's competitive position	💡 ⓘ
4	Analyse the role of strategic leadership in formulating and implementing strategy	☑ 🖱

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Curtin's Graduate Capabilities

☑	Apply discipline knowledge, principles and concepts	💡	Innovative, creative and entrepreneurial	◩	Effective communicators with digital competency
🌐	Globally engaged and responsive	👥	Culturally competent to engage respectfully with local First Peoples and other diverse cultures	🔗	Industry connected and career capable

Find out more about Curtin's Graduate Capabilities at the Curtin Learning and Teaching website: clt.curtin.edu.au

Learning Activities

Learning activities in this unit are focused around activities conducted in the weekly seminars. Engaging class discussions and other learning activities have been planned. You will get the most value from these if you prepare beforehand and actively participate in these activities and discussions. The assessment tasks are also designed to be learning activities in their own right. For example, in completing Assessment 1, you will engage in both clarifying and applying your learning of key theories and concepts. Assessment 2 enables you to apply strategic management theory to real-world business situations, working in a team environment, in order to develop your strategic thinking skills.

Learning Resources
Essential texts

The required textbook(s) for this unit are:

- Grant, R., B. Butler, Orr, S. and Murray, P. 2014, *Contemporary Strategic Management. An Australasian Perspective*. 2nd edition. Brisbane: Wiley and Sons.

  (ISBN/ISSN: 9.78111836256E+012)

Other resources

> You do not have to purchase the textbooks listed above but you may like to refer to them. You may also use the following resources:

Selected Articles

A selection of articles related to strategic management topics has been placed in the Online Reserve Collection of the Curtin library. These articles have been chosen for their contemporary relevance and can be used to increase your understanding of strategy concepts and applications.

Journal Articles

In addition, there are a large number of academic journal articles that you will find useful. These contain case study examples of strategy in practice, models and theories of particular aspects of strategic management, the impact of new developments in the field of strategy and reports of research projects that investigate competitive strategies and their implementation in successful companies.

Learning how to find and use relevant information from journals is an important skill that is valued by lecturers and employers. You should ensure that you develop your skills in how to access and use such information. The Curtin Library provides access to a number of databases (e.g., ABI-Inform and the Business Source Premier database) that contain many useful, full-text articles. These can be found via the library website http://lisweb.curtin.edu.au.

The following titles are a selection of some of the major journals relevant to your study of Strategic Management available in the library. These should become familiar reading, and be consulted frequently:

1. Academy of Management Journal	1. Journal of World Business
2. Academy of Management Review	2. Journal of Business Research
3. Administrative Science Quarterly	3. Journal of Business Ethics

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4.	Business Strategy Review		4.	Research in Global Strategic Management
5.	Business Strategy and the Environment		5.	Strategic Management Journal
6.	California Management Review		6.	Strategy and Leadership
7.	European Management Journal		7.	The Journal of Business Strategy
8.	Harvard Business Review		8.	Industrial Marketing Management

Recommended Texts

Carpenter, M.A., W.M. Gerald, J.R. Sanders, and N. Martin. 2010, *Strategic Management: A Dynamic Perspective. Concept and Cases.* Sydney: Pearson.

Kaplan, R. S. and D.P. Norton. 2002, *The Strategy-Focused Organisation: How Balanced Scorecard Companies Thrive in the New Business Environment*. Boston: Harvard Business School.

Johnson, G., K. Scholes, and R. Whittington. 2008, *Exploring Corporate Strategy*. 8th Edition. Harlow: Prentice Hall

Online Resources

Online resources can be found on the Blackboard site at http://oasis.curtin.edu.au.

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Assessment

Assessment policy exemptions

- There are no exemptions to the assessment policy

Assessment schedule

	Task	Value %	Date Due	Unit Learning Outcome(s) Assessed	Late Assessments Accepted?*	Assessment Extensions Considered?*
1	Strategic Portfolio	20%	**Week:** Presentation – allocated in class, report week 12 **Day:** Presentation - ongoing, report Monday 25 May **Time:** Presentation - class time, report 1 p.m.	1,3	Yes	Yes
2	Strategic Audit	40%	**Week:** Report week 9, Presentation week 9 **Day:** Report - Friday 8 May, presentation - class day **Time:** Report - 5 p.m., presentation - class time	2,3,4	Yes	Yes
3	Final Examination	40%	**Week:** Formal examination period **Day:** Refer to examination timetable **Time:** Refer to examination timetable	1,2,3	No	Yes

*Please refer to the Late Assessment and the Assessment Extension sections below for specific details and conditions.

Detailed information on assessment tasks

1. A strategic portfolio is based on your class discussions and activities and interactions with class learners who engage with one another to deepen their understanding and learning of knowledge and events. As such, this means these discussions and activities are reflective, cooperative and designed to share learning. The focus of these class discussions and learning activities is to share knowledge (personal and obtained via additional research), ask questions, seek clarification and deepen understanding of unit materials as they apply to leadership and management. The success of the community is dependent on the class participating fully and enriching the learning.

   Students are allocated 20 per cent of their unit grade for their Strategic Portfolio by evaluating: their efforts in sharing their own personal learning experiences, outcomes and insights on unit concepts related to Strategic Management; increasing engagement of peers through raising key questions; expanding class learning by offering insights, thoughts and suggestions to others' questions; succinctness and quality of

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contributions to class discussions and class learning activities; their integration of unit material and scholarly references into discussions.

Instructions for Learning Portfolio:

As a minimum, you are required to write and discuss in class a comprehensive summary of your work on one of the topics in the unit. Topics will be allocated to you by your class' Instructor. Then, write the other 2 responses to the initial summaries from other class members. These responses relate to *topics that are different* from the one you have personally chosen to reflect upon. In other words, you will have addressed at least 3 topics in total (1 of your own and 2 responses to others).

Meeting these criteria will address the minimum requirements for this assignment.

As a rough guideline, your initial original post ((summary) should be about **500** words in order to keep the reading and workload manageable in the class. The discussion in class based on your post should be around 5-7 minutes. Responsive posts should each be around **300** words and their presentation in class should be *no longer* than 5 minutes. As a guideline, a contribution of around **1100 - 1200** words would be considered an average or reasonable 'amount' of writing to meet the minimal requirements for this assignment. This includes your original post and your two responses. An example of written assignments can be found in the folder Assessment on Blackboard.

The following Rubric is the grading key for assessing your overall leering portfolio contribution. It provides you some background on the differences between what constitutes meeting the minimum standards for the assignment versus outstanding contributions to the assignment.

You must save all of your posts in a single document and upload them via the Assessment 1 FINAL. UPLOAD Grade centre/Turnitin link for academic integrity assessment by the due date.

Mark awarded	Awarded when
Below 50%	inadequate – mostly opinion provided without any significant linkage to unit material or scholarly reading. Poor demonstration of knowledge with respect to unit material. Contributions are superficial,perhaps late, and add very little to expand learning.
50 – 60 %	below average score – reference to unit material and scholarly research is poor. Understanding of unit material is patchy. Contributions and responses to others offer some insight, albeit small, particularly if late, to expand or enhance learning.
60 – 70 %	an average score - the contributions meet the basic requirements of the brief, there is an adequate understanding of the material, with some integration of unit material and scholarly reading, but it is average, responses offer some timely insights to further expand or enhance learning.
70 – 80 %	a very good score - the contributions are of a high quality including having a very good understanding of the unit topic under discussion. The initial post and responses are insightful, draw in unit materials and scholarly reading. They offer food for thought and add timely learning to the discussion.
Above 80 %	outstanding contributions with original and insightful thoughts as well as high level integration ofunit material, scholarly resources and critical evaluation. Demonstrates an exceptional understanding of the concepts under discussion. Well articulated to the class responses offer considered insight and analysis and add excellent value to the learning.

You are provided with feedback on your contributions in class discussions and activities in a variety of ways. One source of feedback are the comments provided by the tutor in the class. If a positive comment is made, then *you can look at that contribution to see why it has received a positive comment.* The Instructor may also advise you if your contributions are poor and refer you to good examples to help you improve your contributions. However, individual feedback on each posting made by a students *is limited*: your tutor will not comment on all initial posts in the class; your tutor will comment only on exemplary

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posts.

2. **Project**. *This assignment is undertaken in teams of 4 or 5. Teams will be formed in your tutorial classes in week 1. You should not attempt to prepare this project individually as the workload will be too great. All of the guidance your team needs to develop the proposed cases and all other material for team management (e.g. Contracts, Team meeting evaluation sheets, Self- and peer-evaluation sheets) can be found on Blackboard following the 'Assessment' link.*

Please **choose members of your team wisely** so as to balance skills, knowledge, expertise, logistics, availability and experience. One way of selecting team members in the past has been to look for students with similar aims in the unit. For example, some students are interested in just making sure that they pass the unit (given work commitments or for other reasons), whereas other students are aiming for distinction level grades. Conflict has been eliminated in the past when students have been aiming for the same results and therefore there is consistency in the amount of work expected.

If you do have problems that cannot be resolved within the group, you should discuss them with your tutor and the unit coordinator. This will need to occur early in the project: reporting team problems two weeks before the assignment is due or later does not give us much opportunity to help you in this situation.

Your team should choose one of the following two projects:

Project 1. McDonald's Corporation

https://hbsp.harvard.edu/tu/eb1e1af4

How would you define the industry in which McDonald's Corporation operates? Who are the other players operating within that industry? What are the key success factors in this industry globally? Explain the current strategy and capabilities of McDonald's Corporation. What are the major challenges which McDonald's Corporation faces in 2020? How should McDonald's Corporation satisfy the needs of their stakeholders as well as being more competitive in changing industry and market conditions? What is the future for McDonald's Corporation?

Project 2. Spotify: Face the Music

https://hbsp.harvard.edu/tu/1b057e21

How would you define the industry in which Spotify operates? Who are the other players operating within that industry? What are the key success factors in this industry globally? Explain the current strategy and capabilities of Spotify. What are the major challenges which Google Inc faces in 2019? How should Spotify satisfy the needs of their stakeholders as well as being more competitive in changing industry and market conditions? What is the future for Spotify?

The format of the report should be as follows:

Executive summary (objectives, method, limitations and findings of the report – one page only, no bullet points; no repetition of the introduction).

Introduction (main strategic issues which (see the questions to each given project – *in Italic)* the company is facing and which you intend to study in your report; what parts are included in your report and what analytical tools will you use to investigate the company's competitive position in order to prepare recommendations with regards to the main strategic issues?). <u>Remember, you are expected to introduce your report, not the company.</u>

Main strategic issues which the management has to address (these issues should be identified based on company background information)

In this section you should provide a brief outline of the company, what it does and how it has developed, and any other information you consider relevant to understanding the current situation. The outcome of this section is to identify main strategic issues (e.g., see main strategic issues given you in each of the two projects – see above, presented *in Italic* - for your preparation and class discussion). In the following two sections you will analyse the external and internal environment in order to resolve the main strategic issues.

External analysis

In this section you should outline what you think are the main opportunities and threats facing the organisation. You should analyse the general, industry and competitors' environment of the company. Do not attempt to analyse all elements of the external environment equally: it is important that you concentrate on a few main elements and explain why they are significant. You have to support the most significant

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elements of the external environment by references from the business media, industry publications and other relevant websites.

Internal analysis

In this section you should outline what you think are the main strengths and weaknesses of the organisation. As with the external analysis, you need to try to identify and explain the main issues rather than list a wide variety of factors. You should explain what resources and capabilities contribute into a competitive advantage of the company. Your analysis should be supported by relevant information from the case study, a company's web site and the media.

Strategy evaluation and recommendation

In this section you should outline a range of strategic actions for the company: where to from now to re-solve the main strategic issues identified in section 1. You should recommend one of these alternative actions and justify your choice in terms of the company's SWOT analysis. To link together the results of the external and internal environmental analysis, you should use the TOWS matrix which will be introduced in section 4 of the semester (see Study Guide).

Conclusion (major results of your analysis and recommendations with regards to the main strategic issues identified in Introduction)

The team project includes a presentation of recommendations for the company held in class in teaching week **9** and the written report which is due by **5 p.m. (WST) on Friday 8 May. Reports should be submitted via Assignment Submission on Blackboard** In addition to the submission of a soft copy of the report your class lecturer also might request you to submit a hard copy to him or her in class or via their mail box. The final mark for the report will be given to each team during the third week after report submission at the latest.

Presentations __consist of 10 minutes presentation of recommendations__ (What should be done? Where the company/companies should go from now?) followed by a 5-minutes question-answer session. Alternatively, each team which is working on the project presents their recommendations first and then the class discusses them and compares asking presenters to defend their position. All team members are expected to make roughly equal contributions to the presentation and the following facilitation of class discussion.

The presentations should be concise and provide the summary of recommendations rather than all an analysis of the company. **Your analysis of the company should be completed by the time of your team presentation***. All presentations would benefit from the use of attractive, effective resources such as one-two pages handouts. Guidelines for Students Presentation (what to do or not to do) can be found on the Blackboard at* http://oasis.curtin.edu.au.

A strict time limit of 10 minutes will be placed on each presentation. Each extra minute will be penalized (one mark will be taken off for an extra minute). *There is no late assessment accepted for the presentation, late assessment is accepted only for the report.*

Follow the Assessment link on blackboard for further Assessment information and marking criteria.

Assignment 2 (Task 1 - presentation) Marking Criteria (out of 15):

- Your ability to use the concepts and tools of strategic analysis in a competent fashion,
- The depth of supporting arguments,
- The degree of preparation, professionalism, energy, enthusiasm and skills demonstrated in delivering the presentation,
- Your ability to answer questions after the presentation.

Please note that the interpretation of the company situation and recommendations will vary from team to team, and should be your group's original ideas. Marks will not be allocated for the best or better recommendations in comparison with other teams. Marks rather will be allocated for your skills to diagnose and analyze the company and justify your recommendations.

Assignment 2 (Task 2 - report) Marking Criteria (out of 25):

- Executive Summary,

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- Introduction of the report: what are your going to find out about the company and how are you going to approach this study,
- Use of appropriate analytical techniques such as the Porter five forces model, value chain analysis, strategic map, the Boston Consulting Group matrix, The Industry Attractiveness matrix etc., including the use of charts and tables where appropriate, please remember: analytical tools do not matter for their own sake, rather they should help you to analyse the company,
- The depth and breadth of your team's analysis of the company's situation (evidence of using the industry information),
- Evaluation of alternative solutions and justification for selection the case solution,
- Presenting realistic, well supported by the analysis recommendations for action,
- Layout, grammar, spelling,
- References.

The written report is to be submitted by Friday 8 May by 5 p.m. (WST) to the Assignment Submission via Blackboard. The report length is 6500 words, excluding appendices. Double spaced, 12 point font, 2.5 cm margins.

The report should be prepared in a professional manner. This means that the papers should be concise, incisive, and literate and include appropriate supporting tables, charts, and exhibits. **There must be clear evidence of consultation of academic literature – at least 5 academic journals articles, two books and three web sites must be used, and appropriately referenced in accordance with the Chicago referencing guide** (see: http://lisweb.curtin.edu.au/referencing/chicago.html). **Summarizing and rehashing facts published about the company is discouraged – except where factual restatement is an integral part of evaluation.** More information about report writing can be found using the following links:

http://startup.curtin.edu.au/study_skills/report.html Curtin's Study Skills Report Writing guide site. This is a comprehensive and user-friendly guide.

http://www.arbld.unimelb.edu.au/students/essay/essaytech.html The University of Melbourne Essay and Report Writing Guide.

Both presentation and report will be assessed as a team mark. If all team members did not equally contribute to the project then differentiated marks may be awarded as appropriate.

3. **Final examination** gives you the chance to integrate and demonstrate your learning from throughtout the semester. The final exam will be a two-hour paper in two sections. There will be five short theoretical questions each worth 10 marks and you can earn maximum 40 marks by answering in a comprehensive manner all five questions. Your consistent, weekly work during the semester will make you sufficiently prepared for the final exam.

Pass requirements

To pass this unit you must:

1. receive an overall grade of 5 or above and a mark greater than or equal to 50%; **AND,**

2. have made a reasonable attempt at all assessment tasks.

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Assessment Moderation

Fair assessment through moderation

Moderation describes a quality assurance process to ensure that assessments are appropriate to the learning outcomes, and that students work is evaluated consistently by assessors. Minimum standards for the moderation of assessments are described in the Assessment and Student Progression Manual, available from policies.curtin.edu.au/findapolicy/

Pre-marking moderation

A co-assessor is assigned to this unit to review all assessment tasks and marking criteria/rubrics, and monitor and confirm integrity of results. Assessment tasks are provided to students prior to the assessment task, marking criteria are provided to students, assessors are provided with marking guides/rubric and sufficient information to ensure fair and consistent evaluation of student work.

Intra-marking / Post-marking moderation

- Second marking of student work samples near grade boundaries
- Second marking of borderline student work; or a process of review and validation of decisions where students have not met the pass requirements
- Second marking of outlier samples

Late assessment

Where the submission of a late assessment is permitted, late penalties will be consistently applied in this unit.

Where a late assessment **is** permitted for an assessment item or the entirety of the unit (refer to the Assessment Schedule table in this Unit Outline) and the student does not have an approved assessment extension:

1. For assessment items submitted within the first 24 hours after the due date/time, students will be penalised by a deduction of 5% of the total marks allocated for the assessment task;
2. For each additional 24 hour period commenced an additional penalty of 10% of the total marks allocated for the assessment item will be deducted; and
3. Assessment items submitted more than 168 hours late (7 calendar days) will receive a mark of zero.

Where late assessment **is NOT** permitted for an assessment item or the entirety of the unit (refer to the Assessment Schedule table in this Unit Outline) and the student does not have an approved assessment extension:

1. All assessment items submitted after the due date/time will receive a mark of zero.

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Assessment extension

Where an application for an assessment extension **is** permitted for an assessment item(s) within this unit (refer to the Assessment Schedule table in this Unit Outline):

1. A student who is unable to complete an assessment item by/on the due date/time as a result of exceptional circumstances beyond the student's control, may apply for an assessment extension on the Assessment Extension Application Form as prescribed by the Academic Registrar. The form is available on the Forms page at https://students.curtin.edu.au/essentials/forms-documents/forms/ and also within the student's OASIS (My Studies tab – Quick Forms) account.
2. The student will be expected to submit their application for an Assessment Extension with supporting documentation:
     a. Australian Campuses: via the online form
     b. Offshore campuses: to the School representative nominated below
3. Timely submission of this information supports the assessment process. For applications that are declined, delayed submission may have significant ramifications on the possible marks awarded.
4. An application may be accepted up to five working days after the due date/time of the assessment item where the student is able to provide a verifiable explanation as to why they were not able to submit the application prior to the assessment due date/time

Where an application for an assessment extension **is NOT** permitted for an assessment item(s) within this unit (refer to the Assessment Schedule table in this Unit Outline):

1. All assessment items submitted after the due date/time will be subject to late penalties or receive a mark of zero depending on the unit permitting late assessment submissions.

Australian campuses – School contact for Assessment Extension enquiries (submission is via the online form):

Offshore campuses – School representative for submission: Unit Coordinator - darrell.jones@curtin.edu.au

Deferred assessments

If your results show that you have been granted a deferred assessment you should immediately check OASIS for details.

Deferred examinations/tests will be held from 13/07/2020 to 24/07/2020 . Notification to students will be made after the Board of Examiners' meeting via the Official Communications Channel (OCC) in OASIS.

Further assessment

Further assessments, if granted by the Board of Examiners, will be held between 13/07/2020 and 24/07/2020 . Notification to students will be made after the Board of Examiners meeting via the Official Communications Channel in OASIS.

It is the responsibility of the student to be available to complete the requirements of a further assessment. If your results show that you have been granted a further assessment you should immediately check OASIS for details.

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Reasonable adjustments for students with disabilities/health circumstances likely to impact on studies

A Curtin Access Plan (CAP) is a document that outlines the type and level of support required by a student with a disability or health condition to have equitable access to their studies at Curtin. Carers for people with disability may also be eligible for support. This support can include alternative exam or test arrangements, study materials in accessible formats, access to Curtin's facilities and services or other support as discussed with an advisor from AccessAbility Services.

Documentation is required from your treating Health Professional to confirm your health circumstances or carer responsibilities.

If you think you may be eligible for a CAP, please contact AccessAbility Services. If you already have a CAP please provide it to the Unit Coordinator in week 1 of each study period.

Referencing style

The referencing style for this unit is Chicago 17th B.

More information can be found on this style from the Library web site:
http://libguides.library.curtin.edu.au/referencing.

Privacy

As part of a learning or assessment activity, or class participation, your image or voice may be recorded or transmitted by equipment and systems operated by Curtin University. Transmission may be to other venues on campus or to others both in Australia and overseas.

Your image or voice may also be recorded by students on personal equipment for individual or group study or assessment purposes. Such recordings may not be reproduced or uploaded to a publicly accessible web environment. If you wish to make such recordings for study purposes as a courtesy you should always seek the permission of those who are impacted by the recording.

Recording of classes or course materials may not be exchanged or distributed for commercial purposes, for compensation, or for any other purpose other than personal study for the enrolled students in the unit. Breach of this may subject a student to disciplinary action under Statute No 10 – Student Disciplinary Statute.

If you wish to discuss this please talk to your Unit Coordinator.

Copyright

The course material for this unit is provided to you for your own research and study only. It is subject to copyright. It is a copyright infringement to make this material available on third party websites.

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Academic Integrity (including plagiarism and cheating)

Academic Integrity

Curtin's Student Charter, Academic Integrity Program (AIP), and core Values guide expectations regarding student behaviour and responsibilities. Information on these topics can be found on the Student Essentials Website or the Academic Integrity tab in Blackboard.

Academic Integrity Warnings

An Academic Integrity Warning may be issued to a New-to-Curtin student if they have inadequately acknowledged sources or collaborated inappropriately. The Management of Academic Integrity Warnings for New to Curtin Students Procedures provide further information and explain who is considered to be New-to-Curtin.

Academic Misconduct

Students with an academic breach that do not meet the New-to-Curtin criteria will be managed through the misconduct process. Academic Misconduct means conduct by a student that is dishonest or unfair in connection with any academic work. This includes all types of plagiarism, cheating, collusion, falsification or fabrication of data or other content, and Academic Misconduct Other, such as falsifying medical certificates for extension. More details can be found on the Student Essentials Website or on the Academic Integrity Website.

Staff members are required to report suspected misconduct and an inquiry may take place. If misconduct is determined it will result in penalties, which may include a warning, a reduced or nil grade, a requirement to repeat the assessment, an annulled grade (ANN) or termination from the course. Some penalties may impact on future enrolment.

Academic work under inquiry will not be graded until the process has concluded. If your work is the subject of an inquiry you will be notified by email and Official Communication with an opportunity to respond. Appropriate support will be provided. For more information refer to Statute No.10 Student Discipline and Academic Misconduct Rules.

Information and Communications Technology (ICT) Expectations

Curtin students are expected to have reliable internet access in order to connect to OASIS email and learning systems such as Blackboard and Library Services.

You may also require a computer or mobile device for preparing and submitting your work.

For general ICT assistance, in the first instance please contact OASIS Student Support:
oasisapps.curtin.edu.au/help/general/support.cfm

For specific assistance with any of the items listed below, please contact The Learning Centre:
life.curtin.edu.au/learning-support/learning_centre.htm

- Using Blackboard, the I Drive and Back-Up files
- Introduction to PowerPoint, Word and Excel

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Additional information

Further Assessment Student Eligibility:

A student is eligible for consideration for further assessment if they:

- Are enrolled in a unit within their first 200 credit points of study in their course OR in a unit in their final study period of a course; and
- Have attempted all required assessment tasks in the unit;
- Have not be found guilty of academic misconduct in the unit.

A student enrolled in a Bachelor level course may only be offered two Further Assessment opportunities in their course. A student enrolled in all other courses may only be offered one Further Assessment opportunity. Please note, Further Assessment are granted by the Board of Examiners.

Enrolment

It is your responsibility to ensure that your enrolment is correct - you can check your enrolment through the eStudent option on OASIS, where you can also print an Enrolment Advice.

Student Rights and Responsibilities

It is the responsibility of every student to be aware of all relevant legislation, policies and procedures relating to their rights and responsibilities as a student. These include:

- the Student Charter
- Values and Signature Behaviours
- the University's policy and statements on plagiarism and academic integrity
- copyright principles and responsibilities
- the University's policies on appropriate use of software and computer facilities

Information on all of the above is available through the University's "Student Rights and Responsibilities" website at: students.curtin.edu.au/rights.
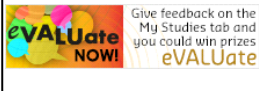
Student Equity

There are a number of factors that might disadvantage some students from participating in their studies or assessments to the best of their ability, under standard conditions. These factors may include a disability or medical condition (e.g. mental illness, chronic illness, physical or sensory disability, learning disability), significant family responsibilities, pregnancy, religious practices, living in a remote location or another reason. If you believe you may be unfairly disadvantaged on these or other grounds please contact Student Equity at eesj@curtin.edu.au or go to http://eesj.curtin.edu.au/student_equity/index.cfm for more information.

You can also contact AccessAbility Services: http://bit.ly/accessability-curtin (disability/health related grounds) or https://students.curtin.edu.au/personal-support/faith/ (religious/faith related) for further information.

It is important to note that the staff of the university may not be able to meet your needs if they are not informed of your individual circumstances so please get in touch with the appropriate service if you require assistance. For general wellbeing concerns or advice please contact Curtin's Student Wellbeing Advisory Service at: http://life.curtin.edu.au/health-and-wellbeing/student_wellbeing_service.htm

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Recent unit changes

Students are encouraged to provide unit feedback through **eVALUate**, Curtin's online student feedback system. For more information about **eVALUate**, please refer to evaluate.curtin.edu.au/info/.

eVALUate NOW! Give feedback on the My Studies tab and you could win prizes	To view previous student feedback about this unit, search for the Unit Summary Report at https://evaluate.curtin.edu.au/student/unit_search.cfm. See https://evaluate.curtin.edu.au/info/dates.cfm to find out when you can **eVALUate** this unit.

Recent changes to this unit include:

We welcome feedback as one way to keep improving this unit. Students are encouraged to give unit feedback through **eVALUate**, Curtin's online student feedback system (see http://evaluate.curtin.edu.au/info/index.cfm). Recent changes to this unit include:

1. The projects for the group assignment Strategy Audit were updated in Semester 1, 2020.
2. The tuition pattern was changed in Semester 2, 2019 from lectures and tutorials to seminars to allow more flexibility and engagement.
3. Business simulations were introduced in Semester 2, 2019, but removed for Semester 1, 2020
4. The number of assessments was reduced from four to three in Semester 2, 2019.

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Program calendar

Week	Begin Date	Topic /Seminar	Questions for preparation and tutorial discussion	Assessment Due
Orientation	17 February	Orientation Week		
1.	24 February	1. Introduction Strategy: Concepts and Perspectives	Allocating topics for Assignment 1 Forming teams and assignment of projects for team project	
2.	2 March	2. Evaluating a Firm's External and Industry Environment	Topic 1, Ch. 1, Self-study questions 3, 5, 6. Discussions questions 1, 4.	Assessment 1 Individual Discussions of topic 1
3.	9 March	3. Analysing Resources and Capabilities	Topic 2, Ch. 4, Self-study questions 2, 6, 7. Discussions questions 2, 4, 5.	Assessment 1 Individual Discussions of topic 2
4.	16 March	4. The Nature and Sources of Competitive Advantage	Topic 3, Ch. 5, Self-study questions 2, 3, 4, 5. Discussions questions 4, 5. Exercise An action Plan for Robin Hood. The TOWS Matrix	Assessment 1 Individual Discussions of topic 3
5.	23 March	5. Business-Level Strategies	Topic 4, Ch.6, Self-study questions 1, 2, 4. Discussions question 3, 5.	Assessment 1 Individual Discussions of topic 4
6.	30 March	6. Corporate- Level Strategies	Topic 5, Ch. 7, Self-study questions 2, 3, 4, 5. Discussions questions 2, 3, 4. Exercise 2 (page 244).	Assessment 1 Individual Discussions of topic 5
7.	6 April	7. Mergers and Acquisitions	Topic 6, Ch. 8, Self-study questions 1, 2, 5. Discussion questions 3, 4, 5. Exercises 2, 6 (page 286).	Assessment 1 Individual Discussions of topic 6
8.	13 April	Tuition Free Week		
9.	20 April	Tuition Free Week		
10.	27 April	8. Alliances, Partnerships and Networks	Topic 7, Ch. 8, Self-study questions 4, 6. Discussion questions 1, 2.	Assessment 1 Individual Discussions of topic 7

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11.	4 May	9. International Strategy	Topic 8, Ch. 9, Self-study questions 2, 3, 5. Discussion questions 1, 2.	Team discussions of recommendations for Assessment 2
				Assessment 2 "Strategic Audit of a company" (report) is due on Friday 8 May by 5 p.m. (WST)
12.	11 May	10. Corporate Governance	Topic 9, Ch.11, Self-study questions 3, 4, 5. Discussions questions 2, 4 and 7.	Assessment 1 Individual Discussions of topic 9
13.	18 May	11. Strategy Evaluation	Topic 10, Ch. 2. Self-study questions 1, 2, 3. Discussions questions 3, 4.	Assessment 1 Individual Discussions of topic 10
14.	25 May	12. Revision, Studying for the Final Exam	Revision	Assessment 1, written submission on Monday 25 May by 1 p.m.
15.	1 June	Study Week		
16.	8 June	Examinations		
17.	15 June	Examinations		

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