



## MGT302 STRATEGIC MANAGEMENT T318 - Brief

All information contained within this Subject Outline applies to all students enrolled in the trimester as indicated.

### 1. General Information

#### 1.1 Administrative Details

Associated HE Award(s)	Duration	Level	Subject Coordinator
B Bus (Accg); B Bus (Mgt & Finance)	1 trimester	Level 3	Ian Jin <a href="mailto:ian.jin@koi.edu.au">ian.jin@koi.edu.au</a> P: 92833583 (Ext.156) L: Level 1, 545 Kent St. Consultation: via Moodle or by appointment.

#### 1.2 Core / Elective

This is a core subject for B Bus (Mgt & Finance) and an elective subject for B Bus (Accg),

#### 1.3 Subject Weighting

Indicated below is the weighting of this subject and the total course points.

Subject Credit Points	Total Course Credit Points
4	BBus(Accg) 96; BBus (Mgt & Finance) 96

#### 1.4 Student Workload

Indicated below is the expected student workload per week for this subject.

No. timetabled hours/week*	No. personal study hours/week**	Total workload hours/week***
4 hours/week (2 hour Lecture + 2 hour Tutorial)	6 hours/week	10 hours/week

\* Total time spent per week at lectures and tutorials

\*\* Total time students are expected to spend per week in studying, completing assignments, etc.

\*\*\* Combination of timetable hours and personal study.

#### 1.5 Mode of Delivery On-campus

#### 1.6 Pre-requisites BUS100 Professional Communication Skills (previously named Business Study Skills) AND MGT200 Organisational Behaviour

#### 1.7 General Study and Resource Requirements

- Students are expected to attend classes with the required textbook and to read specific chapters prior to the tutorials. Students should read this material before coming to class to improve their ability to participate in the weekly activities.
- Students will require access to the internet and their KOI email and should have basic skills in word processing software such as MS Word, spreadsheet software such as MS Excel and visual presentation software such as MS PowerPoint.
- Computers and WIFI facilities are extensively available for student use throughout KOI. Students are encouraged to make use of the campus Library for reference materials.

*Resource requirements specific to this subject:* There are no specific resource requirements for this subject.

## 2. Academic Details










### 2.1 Overview of the Subject

The subject investigates the role of strategic management from a comprehensive collection of ongoing activities and processes that organisations use to systematically coordinate and align resources throughout an organisation. It examines the nature of organisational objectives, capabilities and strategies, and in particular, the role of corporate and business strategies as determinants of superior performance. Topics include evaluating the strategic environment, industry and competitive analysis, formulating mission and setting objectives, strategy selection and implementation, and strategic control. Also considered are corporate social responsibility and environmental and sustainable strategies.

### 2.2 Graduate Attributes for Undergraduate Courses

Graduates of the *Bachelor of Business (Accounting)*, and the *Bachelor of Business (Management and Finance)* courses from King's Own Institute will gain the graduate attributes expected from successful completion of a Bachelor's degree under the Australian Qualifications Framework (2<sup>nd</sup> edition, January 2013). Graduates at this level will be able to apply an advanced body of knowledge in a range of contexts for professional practice or scholarship and as a pathway for further learning.

King's Own Institute's key generic graduate attributes for a bachelor's level degree are summarised below:

	<b>KOI Bachelor Degree Graduate Attributes</b>	<b>Detailed Description</b>
	Knowledge	Current, comprehensive and coherent knowledge
	Critical Thinking	Critical thinking and creative skills to analyse and synthesise information and evaluate new problems
	Communication	Communication skills for effective reading, writing, listening and presenting in varied modes and contexts and for transferring knowledge and skills to others
	Information Literacy	Information and technological skills for accessing, evaluating, managing and using information professionally
	Problem Solving Skills	Skills to apply logical and creative thinking to solve problems and evaluate solutions
	Ethical and Cultural Sensitivity	Appreciation of ethical principles, cultural sensitivity and social responsibility, both personally and professionally
	Teamwork	Leaderships and teamwork skills to collaborate, inspire colleagues and manage responsibly with positive results
	Professional Skills	Professional skills to exercise judgement in planning, problem solving and decision making



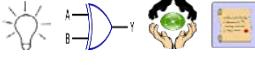

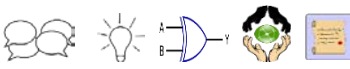
Across the course, these skills are developed progressively at three levels:

- **Level 1 Foundation** – Students learn the basic skills, theories and techniques of the subject and apply them in basic, stand-alone contexts.
- **Level 2 Intermediate** – Students further develop skills, theories and techniques of the subject and apply them in more complex contexts, beginning to integrate the application with other subjects.
- **Level 3 Advanced** – Students have a demonstrated ability to plan, research and apply the skills, theories and techniques of the subject in complex situations, integrating the subject content with a range of other subject disciplines within the context of the course

### 2.3 Student Learning Outcomes

This is a Level 3 subject.

Listed below, are key knowledge and skills students are expected to attain by successfully completing this subject:

Subject Learning Outcomes	Contribution to Course Graduate Attributes
(a) Identify an industry's key strategic issues and critically evaluate strategic options available to organisations based on the application of appropriate models of strategic analysis	
(b) Apply a structured, holistic approach to the identification and analysis complex, open-ended problems.	
(c) Evaluate the effectiveness of various implementations considering organisational and environmental constraints	
(d) Discuss the relationship between strategic inputs, strategic actions (formulation, implementation and evaluation) and strategic outcomes to design a strategic plan.	
(e) Assess the importance of corporate social responsibility and environmental and sustainable strategies as contributors to gaining and maintaining a competitive advantage.	

### 2.4 Subject Content and Structure

Below are details of the subject content and how it is structured, including specific topics covered in lectures and tutorials. Reading refers to the text unless otherwise indicated.

*Weekly Planner:*

Week (beginning)	Topic covered in each week's lecture	Reading(s)	Expected work
1 05 Nov	Strategic management, leadership and competitiveness – the holistic perspective	Ch 1	Tutorial exercises
2 12 Nov	The external environment	Ch 2	Tutorial exercises Case Study Allocation
3 19 Nov	The internal organisation	Ch 3	Tutorial exercises
4 26 Nov	Business level strategy	Ch 4	Tutorial exercises Research Activity Report
5 03 Dec	Competitive rivalry and competitive dynamics	Ch 5	Tutorial exercises
6 10 Dec	Corporate level strategy	Ch 6	Tutorial exercises <b>Case Study Due</b>
7 17 Dec	Merger and acquisition strategies	Ch 7	Tutorial exercises
23 Dec 2018 – 06 Jan 2019	<b>Mid-trimester break</b>		
8 07 Jan	International strategies	Ch 8	Tutorial exercises
9 19 Jan	Cooperative strategies	Ch 9	Tutorial exercises

10 21 Jan	Corporate governance, environmental responsibility and sustainability	Ch 10	Tutorial exercises <b>Assignment 2 - Research Report Due</b>
11 28 Jan	Organisational structure and controls	Ch 11	Tutorial exercises
12 04 Feb	Strategic Leadership	Ch 12 Bass, B.M., 2007. Int. Journal of Business, 12, pp 34-51.	Tutorial exercises
13 11 Feb	Study Review Week		
14 18 Feb	Final Exam Week	Please see Exam Timetable for exam date, time and location	
15 25 Feb	Student Vacation begins Enrolments for T119 open		
16 04 Mar	Results Released 05 Mar 2019 Certification of Grades 08 Mar 2019		
<b>T119 begins 11 Mar 2019</b>			
1 11 Mar	Week 1 of classes for T119 <b>Friday 08 Mar 2019 – Review of Grade Day for T318</b> – see Sections 2.6 and 3.6 below for more information.		

## 2.7 Teaching Methods/Strategies

Briefly described below are the teaching methods/strategies used in this subject:

- *On-campus lectures* (2 hours/week) are conducted in seminar style and address the subject content, provide motivation and context and draw on the students' experience and preparatory reading.
- *Tutorials* (2 hours/week) include class discussion of case studies and research papers, practice sets and problem-solving and syndicate work on group projects. Tutorial participation is an essential component of the subject and contributes to the development of graduate attributes (see section 2.2 above). It is intended that specific tutorial material such as case studies, recommended readings, review questions etc. will be made available each week in Moodle.
- *Online* teaching resources include class materials, readings, model answers to assignments and exercises and discussion boards. All online materials for this subject as provided by KOI will be found in the Moodle page for this subject. Students should access Moodle regularly as material may be updated at any time during the trimester
- *Other contact* - academic staff may also contact students either via Moodle messaging, or via email to the email address provided to KOI on enrolment.

## 2.8 Student Assessment

Provided below is a schedule of formal assessment tasks and major examinations for the subject.

Assessment Type	When Assessed	Weighting	Learning Outcomes Assessed
Case Study – 2000 word report – individual assessment	Week 6	20%	a, b, c
Research Report – 2500 words – individual assessment	Week 10	30%	a, c, d, e
Final examination (3 hours)	Final Exam Period	50%	a, b, c, d, e

*Requirements to Pass the Subject:*

To gain a pass or better in this subject, students must gain a *minimum of 50%* of the total available subject marks.

## **2.9 Prescribed and Recommended Readings**

Provided below, in formal reference format, is a list of the prescribed and recommended readings.

***Prescribed Text:***

Hanson, D., Hitt, M. A., Ireland, R. D., and Hoskisson, R. E., 2016. *Strategic Management: Competitiveness and Globalisation*. 6<sup>th</sup> ed. West Ryde: Cengage Learning.