



MGT302 STRATEGIC MANAGEMENT T324 Brief

All information in the Subject Outline is correct at the time of approval. KOI reserves the right to make changes to the Subject Outline if they become necessary. Any changes require the approval of the KOI Academic Board and will be formally advised to those students who may be affected by email and via Moodle.

Information contained within this Subject Outline applies to 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	Ajay Kumar ajay.kumar@koi.edu.au P: +61 (2) 9283 3583 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 Classes will be face-to-face or hybrid. Certain classes will be online (e.g., special arrangements).

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.

1.8 Academic Advising

Academic advising is available to students throughout teaching periods including the exam weeks. As well as requesting help during scheduled class times, students have the following options:

- Consultation times: A list of consultation hours is provided on the homepage of Moodle where appointments can be booked.
- Subject coordinator: Subject coordinators are available for contact via email. The email address of the subject coordinator is provided at the top of this subject outline.
- Academic staff: Lecturers and Tutors provide their contact details in Moodle for the specific subject. In most cases, this will be via email. Some subjects may also provide a discussion forum where questions can be raised.
- Head of Program: The Head of Program is available to all students in the program if they need advice about their studies and KOI procedures.
- Vice President (Academic): The Vice President (Academic) will assist students to resolve complex issues (but may refer students to the relevant lecturers for detailed academic advice).

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 achieve the graduate attributes expected from successful completion of a bachelor's degree under the Australian Qualifications Framework (2nd edition, January 2013). Graduates at this level will be able to apply an advanced body of knowledge from their major area of study in a range of contexts for professional practice or scholarship and as a pathway for further learning.

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



	KOI bachelor's degree Graduate Attributes	Detailed Description
	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 a variety of audiences
	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 Graduate Attributes
a) Critically evaluate industry's key strategic issues and options available to organisations based on the application of appropriate models of strategic analysis	    
b) Implement a structured, holistic approach to the identification and analysis of complex, open-ended problems	    



c) Evaluate the effectiveness of various implementations considering organisational and environmental constraints	
d) Analyse 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 as listed in Moodle
1 28 Oct	The Nature of Strategic Management	David Ch.1	Tutorial exercise 1 Discussion chapter question (Wang, K.,2020 Mgmt. Journal Pp 6 – 9) www.youtube.com/watch?v=TD7WSLeQtVw
2 04 Nov	Business Vision and Mission	David Ch.2	Tutorial exercise 2 Case Analysis – Ford p. 61
3 11 Nov	The External Assessment	David Ch.3	Tutorial exercise 3 Discussion chapter questions (www.managersandleaders.com) www.youtube.com/watch?v=OCnIArFuU-E
4 18 Nov	The Internal Assessment	David Ch.4	Tutorial exercise 4 Quiz
5 25 Nov	Strategies in Action	David Ch. 5	Tutorial Exercise 5 Research Activity on Assignment 1 (Guven, B.,2020 Mgmt. Journal Pp 3 -8))
6 02 Dec	Strategy Analysis and Choice	David Ch.6	Tutorial Exercise 6 Case Analysis – BCG p. 197
7 09 Dec	Strategy Implementation Management and Marketing Issues	David Ch.7	Tutorial exercise 7 Discussion chapter questions (www.balancecardinstitute.com)
8 16 Dec	Strategy Implementation Finance and Accounting Issues	David Ch.8	Tutorial exercise 8 Case Analysis Lynk p. 345



Week (beginning)	Topic covered in each week's lecture	Reading(s)	Expected work as listed in Moodle
9 06 Jan	Strategy Evaluation and Governance	David Ch. 9	Tutorial exercise 9 Discussion chapter questions (www.managersandleaders)
10 13 Jan	Business Ethics, Environmental. Sustainability and CSR	David Ch. 10 Hanson Ch.10	Tutorial exercise 10 Case Analysis Chick Fika p. 319 www.youtube.com/watch?v=I-IVdPONaOY
11 20 Jan	Global and International Issues	David Ch. 11 Wang, K.,2020. Str & Mgmt Journal, pp 7 – 12	Tutorial exercise 11 Discussion chapter question Wang, K.,2020 Mgmt. Journal Pp 7 -12)
12 28 (Tue) Jan	Summary and Revision	Exam Revision	Exam briefing Tutorial exercise 12 Review sample questions.
13 03 Feb	Study Review Week and Final Exam Week		
14 10 Feb	Examinations Continuing students - enrolments for T125 open	Please see exam timetable for exam date, time and location	
15 17 Feb	Student Vacation begins. New students - enrolments for T125 open		
16 24 Feb	• Results Released • Review of Grade Day for T324 – see Sections 2.6 and 3.2 below for relevant information. • Certification of Grades NOTE: More information about the dates will be provided at a later date through Moodle/KOI email.		
T125 3 Mar 2025			
1 03 Mar	Week 1 of classes for T125		

2.5 Teaching Methods/Strategies

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

- *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. Tutorials often include group exercises and so contribute to the development of teamwork skills and cultural understanding. Tutorial participation is an essential component of the subject and contributes to the development of many of the graduate attributes (see section 2.2 above). Tutorial participation contributes towards the assessment in many



subjects (see details in Section 3.1 for this subject). Supplementary 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.

2.6 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
Assessment 1: Formative assessment: Moodle questions	Week 4	0%	a, b, c
Assessment 2: Tutorial Class Participation	Week 2 - Week 11	10%	a, b, c, d, e
Assessment 3: Case Study – 2,000-word report – individual assessment	Week 6	30%	a, b, c
Assessment 4: Group Research Report & presentation – 2,500 words	Week 10 & 11	Total 30% Report: 20% Presentations: 10%	a, c, d, e
Assessment 5: Individual Research Report	Week 12	30%	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.

2.7 Prescribed and Recommended Readings

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

Prescribed Text:

David, FR, David, FR, and David, ME 2023, Strategic Management: A Competitive Advantage Approach, Concepts and Cases. 17th Global ed. Pearson Education, Sydney. Available from: ProQuest E-book Central. [21 May 2021].

Recommended readings:

Hanson, D., Hitt, M.A., Ireland, R.D. and Hoskisson, R.E., 2016. *Strategic Management: Competitiveness and globalisation*. [e – book] 6th ed. West Ryde: Cengage Learning. Available from: ProQuest



Ebook central.

Hill, C.W.L., Jones, G.R. and Schilling, M.A., 2017. *Strategic management: Theory and cases: An integrated approach*. 12th ed. West Ryde: Cengage.

John, T., Jonathan, M.S. and Frank, M., 2020. *Strategic Management: Awareness and Change*. 9th ed. Sydney: Cengage.

Johnson, G., 2017. *Exploring strategy: Test and case*. 11ed. Sydney: Pearson.

Johnson, T., Scott, M.J. and Martin, F., 2019. *Strategic management: Awareness & change*. 8th ed. United Kingdom: Pearson.

Rothaermel, F.T., 2019. *Strategic management*. 4th ed. New York, NY: McGraw-Hill Education
Balter-Reitz, S; Meredith, S. E.; Powell, M; Arnold, M., 2022. *Assessing Mission Fulfillment: Utilizing Collaboration to Support Strategic Planning and Decision – Making*, [e – journal]. (34) 1. Available from EBSCO Database.

Bromiley, P and Rau, D., 2022. Some Problems in Using Prospect Theory to Explain Strategic Management Issues. *Academy of Management Perspectives*, [e - journal]. (36) 1. Available from EBSCO Database.

Doraisamy, Hosalya Devi., 2021. *Failure of the Formulation and Implementation of Strategic Planning in an Organisation*. *Turkish Online Journal of Qualitative Inquiry*, [e – journal]. (12) 6. Available from EBSCO Database.

Hassan; A and Mohammed Saleh.,2022. Role of leadership, strategic planning and entrepreneurial organisation culture towards achieving organisation excellence: Evidence from public sector using SEM. *Measuring Business Excellence*, [e – journal]. (26) 3. Available from EBSCO Database.
Hinton, K and Karen E., 2022. Components of A Strategic Pan: Align Institution Mission, Vision and Value Through Strategic Planning Process. *Planning for Higher Education*. [e – journal]. (50) 1, Available from EBSCO Database.

Maelah, R; Hussein M., Bahaa A; Amir, A.M.,2022. Strategic Management Accounting and Performance: Mediating Effect of Knowledge Management. *Southeast Asian Journal of Management*, [e – journal]. (16) 1. Available from EBSCO Database.

Nienaber, H and McNeill, R., 2022. Unlocking Human Competence for Effective Strategy Execution. *Proceedings of the European Conference on Management, Leadership & Governance*, [e – journal]. (22) 10. Available from EBSCO Database.

Suliman, E., Ali, A and Seyullayev, I., 2021. The Theoretical Background about the Impact of Strategic Planning on the Effectiveness of Crises Management. *Journal of Economic Sciences*, [e – journal]. (78) 2. Available from EBSCO Database.

Veselinović, J., Ovan, M., Mitić, M., Bačvarević, B and Valentina Z., 2021. Strategic Planning as The Inevitability of Modern Management. *Megatrend Review*, [e – journal]. (18) 4. Available from EBSCO Database.

Wang, K., 2022. What's Different about Strategy in the Public Sector? We cannot just copy and paste what is done in the private sector without acknowledging the context of the public sector. *Public Management*, [e – journal]. (11) 1 Available from EBSCO Database.



Xiao, L., Shushu C., Dongfeng L., Ian B and Liang S., 2022. Strategic thinking and planning behind the development of a sporting event portfolio: The case of Shanghai. *Sport Management Review*, [e – journal]. (25) 4. Available from EBSCO Database.

Journal articles:

AL S.M., 2023. 'Modelling Strategic Planning for Sustainable Competitive advantage in Supply Chain Management', *Business Theory & Practice*., vol. 24, no. pp 102 – 108, Available from EBSCO Database.

Dacin, M.T., Harrison, J.S., Hess, D., Killian, S., Roloff, J., 2022. 'Business Versus Ethics? Thought on the Future of Business Ethics.', vol. 180, no. 3, pp 863 - 877, Available from EBSCO Database.

Di G.A., 2023 'Strategic Planning: A Key to Success', *Armed Forces Comptroller*., vol. 68, no. 4, pp 64 -68, Available from EBSCO Database.

Gadrita D.M., 2023. 'Improving Strategic Planning: The Crucial Role of Enhancing Relationship between Management Levels' *Administrative Sciences*., vol.13, no.10, pp 211, Available from EBSCO Database.

Hegazy, M., Hegazy, K., Eldeeb, M., 2023. 'The Balanced Scorecard: Measures That Drive Performance Evaluation in Auditing Firms', *Journal of Accounting, Auditing & Finance*., vol.37, no.4, pp 902-927, Available from EBSCO Database.

Gopalratnam, M., 2023. 'The Decline of Conglomerates: Case Studies on GE, Johnson and Johnson and Toshiba', *IUP Journal of Business Strategy*., vol. 19, no. 1, pp 36 -47, Available from EBSCO Database.

Hong, M., Jimenez, B.S., 2024. 'Strategy Formulation Process and Interorganizational Collaboration', *Public Performance & Management Review*., vol. 2, no. 4, pp 1 – 35, Available from EBSCO Database.

Klarner, P., Yu, Q., Yoshikawa, T., Hitt, M., 2023. 'Board Governance of Strategic Change: An assessment of the avenues for future research', *International Journal of Management Reviews*., vol. 25, no. 3, pp 467 – 494, Available from EBSCO Database.

Stock, C., Putz, L., Schell, S, Werner, A., 2024. 'Corporate Social Responsibility in Family Firms: Status and Future Directions of a Research Field', *Journal of Business Ethic*., vol 190, no. 1, pp 199 – 259, Available from EBSCO Database.

Williams, A., Blasberg, L.A., 2023. 'SDG Platforms as Strategic Innovation Through Partnership', *Journal of Business Ethics*, vol. 180, no. 4, pp 1041 -1057, Available from EBSCO Database.

Yadav, P., 2023 'Strategic Management and its Core Concepts', *Special Education*., vol. 1, no 43, pp 5437 – 5449, Available from EBSCO Database.

Zhao, X., Zhou, G., Rezaee, Z., 2023. 'Tournament Incentives and Corporate Social Responsibility Performance', *Journal of Accounting, Auditing & Finance*., vol. 38, no 4, pp 934 – 963, Available from EBSCO Database.

Periodicals:

- Academy of Management Journal
- Academy of Management Review
- Advances in Strategic Management
- Business Review Weekly
- Harvard Business Review
- International Journal of Applied Strategic Management



- International Journal of Sustainable Strategic Management
- International Strategic Management Review
- Journal of Economics & Management Strategy
- Journal of Management
- Journal of Strategy and Management
- Strategic Management Journal

Useful Websites:

The following websites are useful sources covering a range of information useful for this subject. However, most are not considered to be sources of Academic Peer Reviewed theory and research. If your assessments require *academic peer reviewed journal articles* as sources, you need to access such sources using the library database, Ebscohost, or Google Scholar. Please ask in the library if you are unsure how to access Ebscohost. Instructions can also be found in Moodle.

- Balanced Scorecard Institute
<https://balancedscorecard.org/Resources/AbouttheBalancedScorecard/tabid/55/Default.aspx>
- Strategic Management Insight – appears to be a consultancy but has some useful resources
<http://www.strategicmanagementinsight.com/index.html>
- Strategic Management Society <http://strategicmanagement.net/>
- IML ANZ <https://managersandleaders.com>