



*MISSION: To develop a unique business school identity which is distinctive in the marketplace and provides a clear value proposition for students. This will be achieved by embedding the themes of entrepreneurship and innovation, digitalisation and data within our programs and embracing sustainability, work integrated learning and a commitment to social justice.*

## OVERVIEW

**Course Description** Strategic Management informs students of issues and perspectives in strategic management and corporate policy. This course tests knowledge and skills through a range of possible challenges such as debates, case studies, and management consultancy in addition to an exam.

**Please note: students will study in a format that complies with COVID-19 restrictions in place at the time. This may mean face to face in person study and/or delivery via technology.**

**Contact Hours** **Lecture:**  
Face to Face on Campus  
2 hours(s) per week for 12 weeks

**Unit Weighting** 10 units

**Assumed Knowledge** 40 units of Master of Business or MBA core courses

**Workload** Students are required to spend on average 120-140 hours of effort (contact and non-contact) including assessments per 10 unit course.

**Please refer to the course CANVAS site for details of teaching staff for ALL course offerings. The primary contact for courses is the Course Coordinator, whose details are listed on the course CANVAS site.**

**Consultation** A minimum of 1 hour of consultation per week. Please see course CANVAS site for details of time and location.

**Course Learning Outcomes** **On successful completion of this course, students will be able to:**

1. Critically discuss the concepts and models of strategic management;
2. Think strategically about an organisation, its present environment, business position, its long-term direction, its resources and competitive capabilities, the effectiveness of its strategy, and its opportunities for gaining sustainable competitive advantage;
3. Utilise strategic management tools to conduct strategic analysis of organisations in a variety of industries and competitive situations in order to identify and address the challenges and opportunities of the domestic and global market environment;
4. Develop and present a critically reflective, well-structured case analysis; and
5. Integrate the tasks of management and planning in an organisation within a competitive environment.

# COURSE OUTLINE

# ASSESSMENTS

This course has 3 assessments. Each assessment is described in more detail in the sections below:

	Assessment Name	Due Date	Involvement	Weighting	Learning Outcomes
1	Individual Research Written Paper	Sunday -Week 3 by 11.59pm.	Individual	20%	1, 2, 3
2	Group Project Written Report and Group Presentation	<b>Presentation:</b> Week 11 in class <b>Report:</b> Sunday-Week 12 by 11.59pm.	Group	40%	2, 3, 4, 5
3	Final Examination	Formal examination period.	Individual	40%	1, 2, 3, 4, 5

**Please note:** students are advised that ALL assessments must be submitted in English. Assessments not submitted in English will receive a mark of zero.

Results of individual assessment items and final results, including those provided via the Learning Management System (LMS) are 'unofficial results' until they are confirmed as finalised by the School Assessment Body and the Head of School or delegate. Finalised results are released directly to students on the Fully Graded Date of the relevant Semester/Trimester.

## Time referenced is time in Newcastle NSW

<b>Late Submissions</b>	The mark for an assessment item submitted after the designated time on the due date, without an approved extension of time, will be reduced by 10% of the possible maximum mark for that assessment item for each day or part day that the assessment item is late. <b>Note:</b> this applies equally to week and weekend days.
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## Assessment 1 – Individual Research Written Paper

<b>Assessment Type</b>	Written Paper
<b>Purpose</b>	The purpose of this assessment is to apply theories, principles, and analytical methodologies to discuss and conclude on an assigned project at the core of the consulting intervention and strategic management theory and practice, to identify and discuss the issues and problems facing the client of the project, that is, the problem identification brief.
<b>Description</b>	Details will be provided on the course CANVAS site
<b>Weighting</b>	20%
<b>Length</b>	2000 words
<b>Due Date</b>	Sunday-Week 3 by 11:59pm
<b>Submission Method</b>	<b>Online</b> - via Turnitin Hardcopy in class <b>at lecturer's discretion</b> . <b>Note:</b> hardcopy must be identical to version submitted to Turnitin.
<b>Assessment Criteria</b>	Overarching criteria for evaluation: - Conceptual clarity and depth - Logic and critical argumentation - Structure Detailed marking criteria provided on the course CANVAS site
<b>Return Method</b>	Online
<b>Feedback Provided</b>	Online

## Assessment 2 - Group Project Written Report and Group Presentation

<b>Assessment Type</b>	Report + Presentation
<b>Purpose</b>	<b>Report:</b> The purpose of the report is to evaluate proficiency in applying the theories, models, and concepts to an empirical case study organisation and come up with evidence-based, case-specific conclusions and recommendations on which executives can act. <b>Presentation:</b> The purpose of the presentation is to provide a platform for evaluation and feedback of proficiency in applying relevant theories, models, and concepts in an actionable way to the empirical case study organisation.
<b>Description</b>	Details will be provided on the course CANVAS site

<b>Weighting</b>	The weighting is divided as 25% group written report; 15% presentation back to client and the group
<b>Length</b>	40%
<b>Due Date</b>	<b>Presentation:</b> 20 – 30 minutes, plus up to 30 minutes discussion and Q&A. 10 minutes
<b>Submission Method</b>	<b>Report:</b> 3000 words
<b>Assessment Criteria</b>	<b>Presentation:</b> Week 11 in class <b>Report:</b> Sunday-Week 12 by 11:59pm. <b>Report:</b> online – via Turnitin <b>Report:</b> hardcopy in class at lecture's discretion
	<b>Group report</b> Overarching criteria for evaluation <ul style="list-style-type: none"> <li>- Demonstrated links to corresponding concepts, theories, and models</li> <li>- Creativity, thoroughness, and accuracy of supporting information used</li> <li>- Clarity of expression and logic of argument</li> <li>- Incorporated feedback from oral presentation of the draft written report</li> <li>- Applicability and concreteness of conclusions and recommendations</li> </ul> Detailed marking criteria to be provided on CANVAS as required
	<b>Group presentation</b> Overarching criteria for evaluation: <ul style="list-style-type: none"> <li>- Demonstrated links to corresponding concepts, theories, and models</li> <li>- Creativity, thoroughness, and accuracy of supporting information used</li> <li>- Clarity of expression and logic of argument</li> <li>- Reasoned clarification/defending of points raised by peers during Q&amp;A</li> <li>- Applicability and concreteness of conclusions and recommendations</li> </ul> Detailed marking criteria to be provided on CANVAS as required.
	<b>Please note:</b> Self and Peer Assessment: A single mark is given for the group assignment. This mark will then be moderated by "self and peer assessment" using the SPARKPlus software so that individual group members may receive different marks. Any moderated individual mark received by each group member is based on contribution to the assignment and, more importantly the ability to work with others. Individually group members are required to submit a self and peer assessment through SPARK within 24 hours of the due date. Failure to complete SPARK will result in a mark of zero. The criteria for the self and peer assessment are found along with the instructions on how to use SPARK on CANVAS. Please note: <b>NO SPARK NO MARK</b>
<b>Return Method</b>	Online
<b>Feedback Provided</b>	Online

### Assessment 3 - Final Examination

<b>Assessment Type</b>	Take-home Examination / Reflection
<b>Purpose</b>	The purpose of the assessment is to evaluate a student's knowledge of strategic management and consulting intervention theory, models, concepts, and proficiency facilitated through students' reflections and key outcomes derived from their application during the project
<b>Description</b>	Details will be provided on the course CANVAS site.
<b>Weighting</b>	40%
<b>Length</b>	120 minutes
<b>Due Date</b>	Formal examination period
<b>Submission Method</b>	Take-home Examination
<b>Assessment Criteria</b>	Overarching criteria for evaluation: <ul style="list-style-type: none"> <li>- Relevance</li> <li>- Accuracy of information/argument</li> <li>- Demonstrated links to course readings and project-specific research</li> <li>- Ability to sensibly discuss and integrate different topics, theories, models, and concepts covered</li> <li>- Ability to provide real examples to substantiate theoretical reasoning</li> <li>- Clarity of expression</li> </ul>
<b>Return Method</b>	Not returned
<b>Feedback Provided</b>	No Feedback - Items not returned to students (e.g. final examination scripts) will be

made available for review by students, upon request, in a controlled and monitored setting. Students are required to make requests, directly to the relevant course coordinator. The Newcastle Business School keeps completed examination scripts for a period of six (6) months only, from the relevant fully graded date. Requests made after the six (6) month period **cannot** be considered.

# SYLLABUS

## Course Content

### Topics in the course include but are not limited to the following:

1. Overview of Strategic Management
2. Strategic Management Theory
3. Strategic Analysis
4. Strategic Planning
5. Strategy Development
6. Strategic Evaluation
7. Strategy Implementation
8. Current Issues in Strategic Management

## Course Materials

### Required Text:

There is no prescribed textbook for this course, however there are extensive readings that describe theories and analytic tools that will assist with your project, as well as project-specific readings.

Please refer to the course CANVAS site for details of additional recommended texts.

# SCHEDULE

Week	Topic	Class Preparation	Workshop Activities
1	Introduction to Strategic Diagnostics	Details are available on CANVAS	Details are available on CANVAS
2	Strategic Management Process	Details are available on CANVAS	Details are available on CANVAS Meet the Client and Project Managers
3	Analytical Techniques	Details are available on CANVAS	Details are available on CANVAS Assessment 1 – Problem Identification Brief due Sunday Week 3 by 11.59pm
4	External Analysis	Details are available on CANVAS	Details are available on CANVAS
5	Industry and Competitive Analysis	Details are available on CANVAS	Details are available on CANVAS
6	Customer and Market Analysis	Details are available on CANVAS	Details are available on CANVAS
7	Insights from Evidence	Details are available on CANVAS	Details are available on CANVAS
8	Strategy under Uncertainty	Details are available on CANVAS	Details are available on CANVAS
9	Value Propositions and Business Models	Details are available on CANVAS	Details are available on CANVAS
10	Strategic Implementation and Financials	Details are available on CANVAS	Details are available on CANVAS
11	Team Presentations	Details are available on CANVAS	Details are available on CANVAS <b>Assessment 2 Group Presentation due:</b> Week 11 in class
12	Strategic Evaluation and Key Reflections	Details are available on CANVAS	<b>Assessment 2 Group Written Report due:</b> Sunday-Week 12 by 11:59pm.

**Please note: Assessment submission methods may vary depending upon COVID-19 restrictions.**

**Please note: if a class/lecture is scheduled on a public holiday, a make-up lecture may be announced by the course coordinator on the course CANVAS site.**

# CONTACTS

## School Office

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**PSB Academy Enquiries**

Log your question or request to the PSB Program Executives at the following website:

<http://www.psb-academy.edu.sg/eng>  
+65 6390 9000

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# ADDITIONAL INFORMATION

## Grading Scheme

This course is graded as follows:

Range of Marks	Grade	Description
85-100	High Distinction (HD)	Outstanding standard indicating comprehensive knowledge and understanding of the relevant materials; demonstration of an outstanding level of academic achievement; mastery of skills*; and achievement of all assessment objectives.
75-84	Distinction (D)	Excellent standard indicating a very high level of knowledge and understanding of the relevant materials; demonstration of a very high level of academic ability; sound development of skills*; and achievement of all assessment objectives.
65-74	Credit (C)	Good standard indicating a high level of knowledge and understanding of the relevant materials; demonstration of a high level of academic achievement; reasonable development of skills*; and achievement of all learning outcomes.
50-64	Pass (P)	Satisfactory standard indicating an adequate knowledge and understanding of the relevant materials; demonstration of an adequate level of academic achievement; satisfactory development of skills*; and achievement of all learning outcomes.
0-49	Fail (FF)	Failure to satisfactorily achieve learning outcomes. If all compulsory course components are not completed the mark will be zero. A fail grade may also be awarded following disciplinary action.

\*Skills are those identified for the purposes of assessment task(s).

<b>Communication Methods</b>	<p>Communication methods used in this course include:</p> <ul style="list-style-type: none"> <li>- CANVAS Course Site: Students will receive communications via the posting of content or announcements on the CANVAS course site.</li> <li>- Email: Students will receive communications via their student email account.</li> <li>- Face to Face: Communication will be provided via face to face meetings or supervision.</li> </ul>
<b>Course Evaluation</b>	<p>Each year feedback is sought from students and other stakeholders about the courses offered in the University for the purposes of identifying areas of excellence and potential improvement.</p>
<b>Oral Interviews (Vivas)</b>	<p>As part of the evaluation process of any assessment item in this course an oral examination (viva) may be conducted. The purpose of the oral examination is to verify the authorship of the material submitted in response to the assessment task. The oral examination will be conducted in accordance with the principles set out in the <a href="#">Oral Examination (viva) Procedure</a>. In cases where the oral examination reveals the assessment item may not be the student's own work the case will be dealt with under the <a href="#">Student Conduct Rule</a>.</p>
<b>Academic Misconduct</b>	<p>All students are required to meet the academic integrity standards of the University. These standards reinforce the importance of integrity and honesty in an academic environment. Academic Integrity policies apply to all students of the University in all modes of study and in all locations. For the Student Academic Integrity Policy, refer to <a href="https://policies.newcastle.edu.au/document/view-current.php?id=35">https://policies.newcastle.edu.au/document/view-current.php?id=35</a>.</p>
<b>Adverse Circumstances</b>	<p>The University acknowledges the right of students to seek consideration for the impact of allowable adverse circumstances that may affect their performance in assessment item(s). Applications for special consideration due to adverse circumstances will be made using the online Adverse Circumstances system where:</p> <ol style="list-style-type: none"> <li>1. the assessment item is a major assessment item; or</li> <li>2. the assessment item is a minor assessment item and the Course Co-ordinator has specified in the Course Outline that students may apply the online Adverse Circumstances system;</li> <li>3. you are requesting a change of placement; or</li> <li>4. the course has a compulsory attendance requirement.</li> </ol> <p>Before applying you must refer to the Adverse Circumstances Affecting Assessment Items Procedure available at: <a href="https://policies.newcastle.edu.au/document/view-current.php?id=236">https://policies.newcastle.edu.au/document/view-current.php?id=236</a></p>
<b>Important Policy Information</b>	<p>The Help button in the Canvas Navigation menu contains helpful information for using the Learning Management System. Students should familiarise themselves with the policies and procedures at <a href="https://www.newcastle.edu.au/current-students/no-room-for/policies-and-procedures">https://www.newcastle.edu.au/current-students/no-room-for/policies-and-procedures</a> that support a safe and respectful environment at the University.</p>

*This course outline was approved by the Head of School. No alteration of this course outline is permitted without Head of School approval. If a change is approved, students will be notified and an amended course outline will be provided in the same manner as the original.*

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