



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.
Contact Hours	Online workshops and discussion forums as per course requirement for the full trimester. Self-Directed Learning: Six (6) hours of online content per term provided for self-directed learning.
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.	
Student Consultation	A minimum of one (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: <ol style="list-style-type: none">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; and5. 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 5 by 11:59 pm	Individual	20%	1, 2, 3
2	Group Project Written Report and Group Presentation	Presentation: Week 10 in class Report: Sunday - Week 12 by 11:59 pm	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

Late Submissions	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. Note: this applies equally to week and weekend days.
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Assessment 1 – Individual Research Written Paper

Assessment Type	Essay
Purpose	The purpose of this assessment is to apply theories, principles, and analytical methodologies to discuss and conclude on an assigned topic at the core of the strategic management theory and practice.
Description	Details will be provided on the course CANVAS site
Weighting	20%
Length	2000 words
Due Date	Sunday-Week 5 by 11:59 pm
Submission Method	Online - via Turnitin Hardcopy in class at lecturer's discretion. Note: hardcopy must be identical to version submitted to Turnitin.
Assessment Criteria	Overarching criteria for evaluation: <ul style="list-style-type: none"> - Conceptual clarity and depth - Logic and critical argumentation - Structure Detailed marking criteria provided on the course CANVAS site
Return Method	Online
Feedback Provided	Online

Assessment 2 - Group Project Written Report and Group Presentation

Assessment Type	Report + Presentation
Purpose	Report: 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 case-specific conclusions and recommendations. Presentation: The purpose of the presentation is to provide a platform for intermediate evaluation and feedback of proficiency in applying relevant theories, models, and concepts to the empirical case study organisation outlined in the paragraph above.
Description	Details will be provided on the course CANVAS site
Weighting	The weighting is divided as 20% group written report; 20% presentation
Length	40% Presentation: 10 minutes Report: 3000 words
Due Date	Presentation: Week 10 in class Report: Sunday - Week 12 by 11:59 pm
Submission Method	Report: online – via Turnitin

Assessment Criteria	<p>Report: hardcopy in class at lecture's discretion</p> <p>Group report</p> <p>Overarching criteria for evaluation:</p> <ul style="list-style-type: none"> - Demonstrated links to corresponding concepts, theories, and models - Creativity, thoroughness, and accuracy of supporting information used - Clarity of expression and logic of argument - Incorporated feedback from oral presentation of the draft written report - Applicability and concreteness of conclusions and recommendations <p>Detailed marking criteria to be provided on CANVAS as required</p> <p>Group presentation</p> <p>Overarching criteria for evaluation:</p> <ul style="list-style-type: none"> - Demonstrated links to corresponding concepts, theories, and models - Creativity, thoroughness, and accuracy of supporting information used - Clarity of expression and logic of argument - Reasoned clarification/defending of points raised by peers during Q&A - Applicability and concreteness of conclusions and recommendations <p>Detailed marking criteria to be provided on CANVAS as required.</p> <p>Please note: 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: NO SPARK NO MARK.</p>
Return Method	Online
Feedback Provided	Online

Assessment 3 - Final Examination

Assessment Type	Formal Examination
Purpose	The purpose of the assessment is to evaluate a student's knowledge of strategic management theory, models, concepts, and proficiency in their application
Description	This course has a RESTRICTED OPEN BOOK examination. The exam will be completed ONLINE and will be invigilated. Any hardcopy materials , including a thesaurus, a dictionary, or a translation dictionary are permitted in the examination. No devices are permitted to be used in the examination, other than non-programmable calculators (if specifically advised on the examination paper) and the computer on which the student is completing the examination. Students are not permitted to use their computer for accessing any applications other than Zoom, CANVAS and an e-text/class notes. The examination invigilator can direct a student to share their screen at any time during the examination. If a student is found to be using other computer applications or devices, they will be reported for academic misconduct.
Weighting	40%
Length	120 minutes
Due Date	Formal examination period
Submission Method	Formal Examination
Assessment Criteria	<p>Overarching criteria for evaluation:</p> <ul style="list-style-type: none"> - Relevance - Accuracy of information/argument - Demonstrated links to course readings - Ability to sensibly discuss and integrate different topics, theories, models, and concepts covered - Ability to provide real examples to substantiate theoretical reasoning - Clarity of expression
Return Method	Not returned
Feedback Provided	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:

Hanson, D., Backhouse, K., Leaney, D., Hitt, M.A., Ireland, R.D., & Hoskisson, R.E. (2022). *Strategic Management: Competitiveness and Globalisation* (7th Asia-Pacific ed.). Sydney, Australia: Cengage

ISBN: 9780170451116

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

SCHEDULE

Week	Topic	Class Preparation	Workshop Activities
1	Introduction to strategic management	Details are available on CANVAS	Details are available on CANVAS
2	External analysis	Details are available on CANVAS	Details are available on CANVAS
3	Internal analysis	Details are available on CANVAS	Details are available on CANVAS
4	Strategic direction-setting	Details are available on CANVAS	Details are available on CANVAS
5	Business-level strategies	Details are available on CANVAS	Details are available on CANVAS Assessment 1 Individual Research Written Paper due: Sunday - Week 5 by 11:59 pm
6	Corporate-level strategies	Details are available on CANVAS	Details are available on CANVAS
7	International strategies	Details are available on CANVAS	Details are available on CANVAS
8	Strategy implementation	Details are available on CANVAS	Details are available on CANVAS
9	Strategic evaluation	Details are available on CANVAS	Details are available on CANVAS
10	Group presentation	Details are available on CANVAS	Details are available on CANVAS Assessment 2 Group Presentation due: Week 10 in class
11	Contemporary topic	Details are available on CANVAS	Details are available on CANVAS
12	Course Review	Details are available on CANVAS	Assessment 2 Group Written Report due: Sunday-Week 12 by 11:59 pm

If a lecture/class 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 **Newcastle Business School – Callaghan, Newcastle City & Online**
 NU Space
 409 Hunter Street
 Newcastle
nbs.enquiries@newcastle.edu.au
 +61 2 4921 5511

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).

Communication Methods

Communication methods used in this course include:

- CANVAS Course Site: Students will receive communications via the posting of content or announcements on the CANVAS course site.
- Email: Students will receive communications via their student email account.
- Online: Communication will be provided via Online meetings or supervision.

Course Evaluation

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.

Oral Interviews (Vivas)

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 [Oral Examination \(viva\) Procedure](#). 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 [Student Conduct Rule](#).

Academic Misconduct

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 <https://policies.newcastle.edu.au/document/view-current.php?id=35>.

Adverse Circumstances

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:

1. the assessment item is a major assessment item; or
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;
3. you are requesting a change of placement; or
4. the course has a compulsory attendance requirement.

Before applying you must refer to the Adverse Circumstances Affecting Assessment Items Procedure available at:

<https://policies.newcastle.edu.au/document/view-current.php?id=236>

Important Policy Information

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 <https://www.newcastle.edu.au/current-students/no-room-for/policies-and-procedures> that support a safe and respectful environment at the University.

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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