



**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 Business Management is the capstone course in the Leadership and Management major. The course brings together the analytical skills and knowledge acquired in the foundational courses within the major. Strategic Business Management provides a holistic understanding of contemporary strategic business management in terms of how, between an organisation's resources and capabilities, customers, competition and the dynamics of the global market, firms can achieve a sustainable strategic advantage and above average returns. The Strategic Business Management course, therefore, places the growth and sustainability of the firm in the context of strategic choice, at both business and corporate levels, which derives from an analysis of the firm's resources and capabilities, the operating environment, customers and competitive rivalry.

**Sustainable Development Goals**



**Contact Hours**

**Integrated Learning Session**

Face to Face On Campus  
2 hour(s) per Week for Full Term  
Students are expected to complete 4 hours of guided learning via online preparation, lectures, interactive workshops, tutorials, discussion groups or self-directed learning and an additional 6 hours of independent study per week.

**Unit Weighting**

10

**Assumed Knowledge**

40 units of leadership and entrepreneurship major sequence, including MNGT1001 Introduction to Management and MNGT2005 Leadership and Ethics.

**Requisites**

If you have successfully completed MNGT2001, you cannot enrol in this course.

**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.**

**Course Learning Outcomes**

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

1. Demonstrate a sound knowledge of the contemporary theories and practice of Strategic Business Management in terms of the processes and methods used by an Executive Management Team to choose, and implement, strategies to sustain and grow the business enterprise;
2. Critically analyse and evaluate a firm's strategic vision, mission, and strategy formulation, at a business or corporate level, within the context of the firm's resources, capabilities and structure, as well as the external environment, taking into account industry, product, market, customer, competition and rivalry factors;

# COURSE OUTLINE

3. Critically analyse and evaluate the likely success of a firm's strategy implementation in the context of organisational structure and controls, governance, strategic leadership, and corporate social and environmental responsibilities; and
4. Demonstrate an ability to research, gather and digest relevant organisational, industry, market and regulatory data, and work as an integral member of a group (in the same fashion as an Executive Management Team) to prepare and deliver analytical results, in both written and oral management reporting formats.

## ASSESSMENT DETAILS

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	Case analysis presentation	Sunday of week 7 by 11:59 pm SGT	Group	20%	1, 2, 3, 4
2	Case recommendation report	Sunday of week 12 by 11:59 pm SGT	Individual	30%	1, 2, 3, 4
3	Final examination	Formal examination period	Individual	50%	1, 2, 3

**Please note: students are advised that all assessments must be submitted in English. Assessment items 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.**

<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 – Case Analysis Presentation

<b>Assessment Type</b>	Presentation
<b>Purpose</b>	Assess relevance of verbal presentation and materials
<b>Description</b>	This assessment item requires students, as a group, to critically analyse an allocated case study examining a firm's strategy covering the theoretical concepts of strategic business management. Groups will present and discuss the results of their analysis for internal and external environment of the firm, and their conclusions in terms of the firm's strategic positioning and competitive (dis)advantage framed according to the theoretical concepts of strategic business management.
<b>Weighting</b>	20%
<b>Length</b>	12-15 minutes
<b>Due Date</b>	Sunday of week 7 by 11:59 pm SGT
<b>Submission Method</b>	Submit recorded presentation online.
<b>Assessment Criteria</b>	The following assessment criteria will be used: <ul style="list-style-type: none"> <li>• Level and depth of research, data collection and references;</li> <li>• Identification of issues and trends relevant to the firm's external and internal environment;</li> <li>• Coverage, application and analysis between relevant strategic management theoretical concepts and the key issues of the firm;</li> <li>• Logic, critical reasoning, critical thinking, depth of analysis and argument/s;</li> <li>• Structure and style of the presentation such as professionalism and use and clarity of visual materials used to present data and findings.</li> </ul>
<b>Return Method</b>	Online
<b>Feedback Provided</b>	<b>Online</b> – written comments against above assessment criteria

## Assessment 2 - Final Case Study Report

<b>Assessment Type</b>	Written Assignment
<b>Purpose</b>	To assess research capability and ability to apply strategic management theories and models in order to analyse a firm's current, and future, business strategy (case analysis).
<b>Description</b>	In bringing together these theoretical concepts of strategic business management, students will provide critical analysis of case firms identifying strategic positioning and competitive (dis)advantage and providing an innovative and evidence-based recommendations for strategy formulation and implementation. Those recommendations are based on the theoretical concepts of strategic business management and should provide problem-solving resolutions to improve the firms' strategic positioning. The case recommendation is prepared in the style of a management report.
<b>Weighting</b>	30%
<b>Length</b>	3000 words (excluding references, appendices, tables and figures)
<b>Due Date</b>	Sunday of week 12 by 11:59 pm SGT
<b>Submission Method</b>	Online via Turnitin
<b>Assessment Criteria</b>	The following assessment criteria will be used: <ul style="list-style-type: none"> <li>• Identification of issues and trends relevant to the firm, industry and market;</li> <li>• Coverage, application and analysis between relevant strategic management topics and the key issues of the firm;</li> <li>• Logic, critical reasoning, critical thinking, depth of analysis and argument/s;</li> <li>• New, innovative, evidence-based and problem-solving recommendations conforming to strategic theories and concepts; and</li> <li>• Structure and style of the report such as professionalism and clarity.</li> </ul>
<b>Return Method</b>	Online
<b>Feedback Provided</b>	Online - Written comment via Turnitin/CANVAS

## Assessment 3 - Final Examination

<b>Assessment Type</b>	Written Assignment
<b>Purpose</b>	The purpose of the final examination is to assess students' holistic knowledge, understanding, analytical capacity and ability to apply, more practically, the theories and concepts of strategic business management to some contemporary strategic management cases, issues and problems.
<b>Description</b>	Comprises a combination of multiple-choice questions and long answer case study. Further information will be posted on the CANVAS site and guidance about the exam will be discussed in workshops in Week 13. This course has a <b>RESTRICTED OPEN BOOK</b> examination. A memory aid is permitted. The memory aid is a single double sided A4 sheet of handwritten or typed notes for use during the examination. Note: memory aids must be left on the examination table and cannot be removed from the examination venue.
<b>Weighting</b>	50%
<b>Length</b>	2 hours
<b>Due Date</b>	Formal examination period
<b>Submission Method</b>	Formal examination
<b>Assessment Criteria</b>	Demonstrated links to course theory, concepts and frameworks
<b>Return Method</b>	Not Returned
<b>Feedback Provided</b>	No Feedback. Examination scripts will not be returned to students. 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. Completed examination scripts are kept by the Newcastle Business School for a period of six (6) months only, from the relevant fully graded date. Requests made after the six (6) month period <b>cannot</b> be considered.

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# SYLLABUS

## Course Content

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

1. Contemporary trends, developments and theories in strategic business management
2. Strategic analysis of inputs into the strategic business management process
3. Organisational capability competencies and resources
4. External environment and competition
5. Competitive dynamics, rivalry behaviours and actions
6. Strategic choice and direction setting - business level strategies, corporate level strategies, diversification, national, international, strategic alliance, mergers and acquisitions
7. Strategy implementation, organisational structure, governance and controls, and strategic leadership.

## Course Materials

### Required Text:

Rothaermel, F. T. (2023). *Strategic Management* (6th Edition). New York: McGraw-Hill Education.

**ISBN:** 1266302565

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

# SCHEDULE

Week	Topic	Class Preparation	Workshop Activities
1	Introduction to strategic business management	Chapter 1, and readings in CANVAS course materials.	
2	The strategy of business	Chapter 2, and readings in CANVAS course materials.	
3	Analysing strategy: Looking outside	Chapter 3, and readings in CANVAS course materials.	
4	Analysing strategy: Looking inside	Chapter 4, and readings in CANVAS course materials.	
5	Formulating strategy: Business level strategies	Chapters 5& 6.	
6	Analysing strategy: Synthesising for strategic analysis	Each group to bring in their own researched materials for external and internal analysis.	Workshop focused on researching, synthesising, and analysing data and information for Assessments 1 & 2.
7	Formulating strategy: Corporate-level strategies	Chapter 8, and readings in CANVAS course materials.	<b>Assessment 1 due:</b> Sunday of Week 7 by 11:59 pm SGT
8	Formulating strategy: Strategic alliance, merger, and acquisition	Chapter 9, and readings in CANVAS course materials.	
9	Formulating strategy: Going global	Chapter 10, and readings in CANVAS course materials.	
10	Implementing strategy: Organisational structure, culture and control	Chapter 11, and readings in CANVAS course materials.	
11	Implementing strategy: Corporate governance and business ethics, responsibility and sustainability	Chapter 12, and readings in CANVAS course materials.	
12	Innovation, entrepreneurship, and design thinking	Chapter 7, and readings in CANVAS course materials.	<b>Assessment 2 due:</b> Sunday of Week 12 by 11:59 pm SGT
13	Course review, and exam advice	Student course revision.	Course summary/review and exam advice.

**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 Offices

### Newcastle Business School – Callaghan, Newcastle City & Online

NU Space  
409 Hunter Street  
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+61 2 4349 4453

### Newcastle Business School - Sydney

55 Elizabeth Street  
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[nbs-sydney@newcastle.edu.au](mailto:nbs-sydney@newcastle.edu.au)  
+61 2 82626432

### 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

### Newcastle Australia Institute of Higher Education Pte Ltd

100 Victoria Street #13-01/02  
National Library Building  
Singapore  
[Singapore-StudentCentral@newcastle.edu.au](mailto:Singapore-StudentCentral@newcastle.edu.au)  
+65 6221 3306

# 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>	Communication methods used in this course include: <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>	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.
<b>Oral Interviews (Vivas)</b>	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> .
<b>Academic Misconduct</b>	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> .
<b>Adverse Circumstances</b>	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: <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> 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>
<b>Important Policy Information</b>	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.

*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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