

Unit Outline

MN371

Unit Name	Foundations of Strategic Management		
Unit weighting	Unit credit points: 3		
Pre-requisite or co-requisite	At least five (5) 200-level business units		
Delivery mode	Face to face on site	Full time or part time	
Location	<i>Sheridan</i> 18/7 Aberdeen St, Piccadilly Square West, Perth WA 6000		
Student Workload	<i>Timetabled: 36 hours (3 hours per week over 12 teaching weeks)</i> <i>Personal Study: 132 hours (9 hours per week over 12 teaching weeks + 12 hours per week over 2 non-teaching weeks)</i> <i>Total workload: 168 hours (12 hours per week over 14 weeks)</i> <i>Academic writing support available if needed</i>		
Prescribed Textbook(s)	Hanson, D., Hitt, M., Ireland, R.D., & Hoskisson, R. (2022). <i>Strategic management: Competitiveness & globalisation, (7th ed.)</i> . Cengage.		
Other resource requirements	Access to the Learning Management System Canvas canvas.sheridan.edu.au		
Work-integrated learning activity	Not applicable		
Timetabled day and time	Wednesday 9:00am	Room	Room 4 (Jasper)
Unit Coordinator	Prof. Gabriel Ogunmokun	Phone	6222-4222
Email	gogunmokun@sheridan.edu.au		

Unit Description

The strategic management planning process is vital for organisational success. While the future remains uncertain, its roots are in the present and the past. From what we observe today, we can identify many of the key developments of the next few years. Therefore, the trends that we discern in science and technology, economic development, government policies, social structure, demographics, and lifestyles will shape the business environment.

This unit explores classic and modern concepts in the strategic management process. It will equip students with knowledge and skills for conducting an in-depth strategic analysis and formulating and implementing strategic management planning for organisations.

MN371 Learning Outcomes

Upon successful completion of this unit, you will be able to:

- A. Describe with depth the characteristics of strategic decision making for managers;
- B. Identify key environmental drivers of change in businesses and the differential impact of change, with relevant modern-day applications;
- C. Critically analyse and review the models and theories of competitive advantage for businesses within different jurisdictions;
- D. Evaluate the role of change agents and others in managing strategic change in businesses;
- E. Utilise examples to outline the difference between business-level strategies and corporate level-strategies;
- F. Critically evaluate the main types of strategic change processes, and apply it to management scenarios;
- G. Engage in group discussions to further develop and formulate your business management knowledge;
- H. Develop an in-depth environmental analysis for a business organisation or social enterprise, based on the theoretical knowledge learned in this Unit.

Sheridan Graduate Attributes

Sheridan graduates will be ...

1. Lovers of truth
2. Seekers of wisdom
3. Innovative thinkers
4. Effective communicators
5. Independent learners
6. Servant leaders

Assessment Schedule

Assessment Type	Value	Due Date	Learning Outcomes (LOs) Assessed	Graduate Attributes (GAs) Addressed
1. Group Discussions	10%	Weeks 2-6; 8-12	G	1, 2, 3, 4, 5, 6
2. Chapter Summary Reflections (SRs) and Oral Presentations	20%	Weeks 2-6; 8-12	A, B, D, E, F, G	1, 2, 3, 4, 5, 6
3. Environmental Analysis and Planning	30%	Week 10	H	1, 2, 3, 4, 5
4. Final Examination	40%	Week 15	A, B, C, D, E, F	1, 2, 3, 4, 5

NB: You must submit all assessments in order to satisfy the unit requirements.

1. Group Discussions

Your participation in group discussions will be assessed based on your constructive contribution to discussions in the weekly seminars.

Participation in group discussions will be assessed as: Limited; Moderate; or High.

2. Chapter Summary Reflections (SRs) and Oral Presentations

Chapter Summary Reflections (SRs) demonstrate your understanding of the chapters and your capacity to effectively communicate to the class what you have learnt.

You will summarise the key points of each chapter and reflect on the relevance of the information for understanding a business organisation. As part of your Chapter SR, you must also include your answers to the selected review questions as specified in the Weekly Schedule of Topics.

Chapter SRs should be approximately 1 page (i.e., about 500 words, single spaced, size 12 Calibri or Arial font).

Each week you will present your SR orally to the class and invite comments for discussion in an interesting and engaging manner. You may use Power Point slides if you wish.

NOTE: You can do this assignment individually or in a group of not more than 2 students.

DUE: Weekly. Submit your digital copy of the Chapter SR to Canvas on or before 11.55pm each Tuesday night and bring a printed copy to hand in during class each Wednesday.

Assessment Type	Chapter Summary Reflection & Discussion Rubric				
Criteria /Grade	Fail (0-49%)	Pass (50-59%)	Credit (60-69%)	Distinction (70-79%)	High Distinction (80-100%)
Analysis of the Management Theories	Demonstrates no evidence of an ability to analyse or engage with the key management theories.	Demonstrates a limited ability to analyse or engage with the key management theories	Demonstrates a good ability to engage with the key management theories.	Demonstrates a very good ability to analyse the management theories.	Demonstrates an excellent ability to analyse and evaluate the management theories.
Engagement with Contemporary scholarly viewpoints	No evidence of engagement with scholarly viewpoints.	Limited evidence of engagement with a range of scholarly viewpoints.	Good evidence of engagement with a range of scholarly viewpoints.	Very good evidence of engagement with a range of scholarly viewpoints.	Excellent evidence of engagement with a range of scholarly viewpoints.
Communication, Presentation, Public Speaking and Articulation skills	Poor public speaking, communication and articulation of management theories.	Moderate public speaking, communication and articulation of management theories.	Good public speaking, communication and articulation of management theories.	Very Good public speaking and articulation of management theories with some examples.	Exceptional public speaking and articulation of management theories with great examples applied.
Promptness, and Initiative in Discussions	Rarely participates without prompting in discussions.	Limited free participation in discussions.	Engages freely in discussions.	Engages appropriately and promptly in discussions.	Fully engages throughout discussions; and interacts in a timely manner.

3. Environmental Analysis and Planning Assignment (approx 2,500 – 3,000 words)

Conduct an environmental analysis for a business organisation of your choice. You will use online data to gather the necessary information about the organisation.

Based on the environmental analysis, propose an overall business mission, specific objectives and strategies to improve the organisation's business competitiveness and performance. This assignment will assess your capacity to apply your knowledge innovatively to a real-world situation. List all references used in APA format.

NOTE: You can do this assignment individually or in a group of not more than 2 students.

DUE: Week 10. Submit your digital copy of your Environmental Analysis and Planning Assignment to Canvas by 11:55pm on Tuesday of Week 10 and bring a printed copy to hand in during class on Wednesday of Week 10.

Assessment Type	Environmental Analysis and Planning (Essay Rubric)				
Criteria /Grade	Fail (0-49%)	Pass (50-59%)	Credit (60-69%)	Distinction (70-79%)	High Distinction (80-100%)
Identification of the Main Issues/ Problems	Has not grasped the relevant issues in this assignment.	Has begun to grasp the relevant issues in this assignment.	Exhibits a good grasp of many of the relevant issues in this assignment.	Exhibits a very good grasp of all the relevant issues in this assignment.	Exhibits an excellent grasp of all the main issues in this assignment.
Analysis of the Issues in the business environment.	No evidence of an ability to analyse issues in the business environment.	Demonstrates a limited ability to analyse issues in the business environment.	Demonstrates a good ability to analyse issues in the business environment.	Demonstrates a very good ability to analyse relevant issues in the business environment.	Demonstrates an excellent ability to analyse issues in the business environment.
Formulation of overall vision, mission, objectives and strategies	No evidence of an ability to formulate Overall business vision, mission, objectives and strategies.	Limited evidence of an ability to formulate overall business vision, mission, objectives and strategies.	Good evidence of an ability to formulate overall business vision, mission, objectives and strategies.	Very good evidence of an ability to formulate overall business vision, mission, objectives and strategies.	Excellent evidence of an ability to formulate overall business vision, mission, objectives and strategies.
Engagement with a range of scholarly viewpoints	No evidence of engagement with any scholarly viewpoints.	Limited evidence of engagement with a range of scholarly viewpoints.	Shows good evidence of critically evaluating a range of scholarly viewpoints.	Demonstrates very good ability to critically evaluate a range of scholarly viewpoints.	Demonstrates An excellent ability to critically evaluate and assess a range of scholarly viewpoints.
Presentation and language conventions, and APA Compliance	Poor presentation, spelling and grammar, and no APA compliance shown.	Many errors, spelling and grammar evidenced in the paper, with little APA compliance shown.	Some grammatical or spelling errors evidenced in the paper and some APA compliance shown.	Few grammatical or spelling errors evident, with a strong level of APA compliance shown.	Consistently uses correct grammar with rare misspellings and a high level of APA compliance.

4. Final Examination

The final exam will be a two (2) hour exam with ten (10) minutes of extra reading time.

Learning Resources

Prescribed Textbook(s)

Hanson, D., Hitt, M., Ireland, R.D., & Hoskisson R. (2022). *Strategic management: competitiveness & globalisation*, (7th ed.). Cengage Learning.

Supplementary Readings

David, F. R., David, F. R. & David, M. E. (2020). *Strategic management: a competitive advantage approach, concepts and cases* (17th ed.). Pearson Education.

Van den Steen, E. (2018). Strategy and the strategist. *Management Science*, 64(10), 4533-4551.

Wadström, P. (2018). Aligning corporate and business strategy. *Journal of Business Strategy*, 40(4), 44-52.

Wadström, P. (2022), How non-executive strategy professionals in multi-business firms strategize, *Journal of Strategy and Management*, 15(1), 16-37.

Other Academic Journals

You will also find relevant articles in the following journals:

- *Australian Journal of Management*
- *Academy of Management Journal*
- *Academy of Management Review*
- *Administrative Science Quarterly*
- *British Journal of Management*
- *Business Strategy and the Environment*
- *Business Strategy Review*
- *California Management Review*
- *European Management Journal*
- *Harvard Business Review*
- *International Business Review*
- *Journal of Business Ethics*
- *Journal of Business Research*
- *Strategy and Leadership*
- *Strategic Management Journal*
- *The Journal of Business Strategy*

Weekly Schedule of Topics

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Prescribed text(s):

Hanson, D., Hitt, M., Ireland, R.D., & Hoskisson R. (2022). *Strategic management: competitiveness & globalisation*, (7th ed.). Cengage.

WEEK	TOPICS	PRESCRIBED READINGS	ASSESSMENTS
1	Welcome and instructions for assignments, etc.		
2	Strategic Management and Strategic Competitiveness	Hanson D et al. (2022), Ch. 1	Ch. 1 SR presentation. Class discussion of Review Questions Ch. 1: 1-3; 5-8
3	External and Internal Environments	Hanson D et al. (2022), Ch. 2 Hanson D et al. (2022), Ch. 3	Ch. 2 & Ch. 3 SR presentation. Class discussion of Review Questions Ch. 2: 1, 2, 4 & 5; Ch. 3: 1-3 & 6-9
4	Business-Level Strategy	Hanson D et al. (2022), Ch. 4	Ch. 4 SR presentation. Class discussion of Review Questions Ch.4: 1-5
5	Competitive Dynamics	Hanson D et al. (2022), Ch. 5	Ch. 5 SR presentation. Class discussion of Review Questions Ch.5: 1-5
6	Corporate-Level Strategy	Hanson D et al. (2022) Ch. 6	Ch. 6 SR presentation. Class discussion of Review Questions Ch. 6: 1-4
7	Mid-semester Study Week		
8	Acquisition and Restructuring strategies	Hanson D et al. (2022), Ch. 7	Ch. 7 SR presentation. Class discussion of Review Questions Ch. 7: 1-5 & 7
9	International Strategy Cooperative Strategy	Hanson D et al. (2022), Ch. 8 Hanson D et al. (2022), Ch. 9	Ch. 8 & Ch.9 SR presentation. Class discussion of Review Questions Ch. 8: 1 & 7-10; Ch. 9: 2, 4 & 9
10	Corporate governance	Hanson D et al. (2022), Ch. 10	Ch. 10 SR presentation. Class discussion of Review Questions Ch.10: 1-6 Environmental Analysis & Planning assignment DUE
11	Organisational structure and controls	Hanson D et al. (2022), Ch. 11	Ch. 11 SR presentation. Class discussion of Review Questions Ch. 11: 1-4
12	Strategic Leadership and Strategic entrepreneurship	Hanson D et al. (2022), Ch. 12 Hanson D et al. (2022), Ch. 13	Ch. 12 & Chap. 13 SR presentation. Class discussion of Review Questions Ch. 12: 1-3; Ch. 13: 1, 4 & 8
13	Review		
14	Exam Study Week		
15	Exam week		Final Examination