

# BUS211 Strategic Management

School: School of Business and Creative Industries

2024 | Semester 2

UniSC Sunshine Coast  
UniSC Moreton Bay

BLENDED  
LEARNING

Most of your course is on campus but you may be able to do some components of this course online.

Online

ONLINE

You can do this course without coming onto campus.

Please go to [usc.edu.au](http://usc.edu.au) for up to date information on the teaching sessions and campuses where this course is usually offered.

## 1. What is this course about?

### 1.1. Description

Strategic management is about managing for long term competitive advantage. This course challenges you to consider how the business can achieve that journey to success. You will learn language and concepts to help you understand the process, frameworks and models needed to develop and enable strategic plans to be into action. As organisations face increasing uncertainty, professionals must think strategically and dare to be different. This course will help you to become a professional that can think critically, creatively, and strategically to ensure firm success.

### 1.2. How will this course be delivered?

ACTIVITY	HOURS	BEGINNING WEEK	FREQUENCY
<b>BLENDED LEARNING</b>			
<b>Learning materials</b> – Interactive online learning activities. To be studied before the workshop.	1hr	Week 1	12 times
<b>Tutorial/Workshop 1</b> – Scheduled face to face workshops.	2hrs	Week 1	10 times
<b>ONLINE</b>			
<b>Learning materials</b> – Interactive online learning activities. To be studied before the workshop.	1hr	Week 1	12 times
<b>Tutorial/Workshop 1</b> – Scheduled online workshops (Recorded).	2hrs	Week 1	10 times

### 1.3. Course Topics

- Key concepts
- Macro-Environment
- Industry and Competitive Environments
- Resources and Capabilities
- Stakeholders and Governance
- History and Culture
- Business Strategy
- Corporate Strategy
- Entrepreneurship and Innovation
- Strategy Development and Evaluation
- Leadership and Strategic Change
- Organising for Strategic Advantage

## 2. What level is this course?

200 Level (Developing)

Building on and expanding the scope of introductory knowledge and skills, developing breadth or depth and applying knowledge and skills in a new context. May require pre-requisites where discipline specific introductory knowledge or skills is necessary. Normally, undertaken in the second or third full-time year of an undergraduate programs.

## 3. What is the unit value of this course?

12 units

## 4. How does this course contribute to my learning?

COURSE LEARNING OUTCOMES	GRADUATE QUALITIES MAPPING	PROFESSIONAL STANDARD MAPPING *
On successful completion of this course, you should be able to...	Completing these tasks successfully will contribute to you becoming...	Association to Advance Collegiate Schools of Business
1 Demonstrate advanced written communication skills in a business context	Knowledgeable Engaged Sustainability-focussed	PC1.1, PC3, PC3.1, PC6.1, PC6.2
2 Demonstrate critical and creative thinking to identify and solve business problems and arrive at innovative solutions.	Knowledgeable Creative and critical thinker Ethical Sustainability-focussed	PC1.1, PC3, PC3.1, PC4.1, PC6, PC6.1, PC6.2
3 Demonstrate capacity and competence in the application of business discipline specific knowledge	Knowledgeable Empowered Ethical Sustainability-focussed	PC1.1, PC3, PC3.1, PC4.1, PC6, PC6.1, PC6.2

### \* Competencies by Professional Body

CODE	COMPETENCY
ASSOCIATION TO ADVANCE COLLEGIATE SCHOOLS OF BUSINESS	
PC1.1	Written Communication
PC3	Creative and Critical Thinking
PC3.1	Problem Solving
PC4.1	Social Responsibility and Sustainability
PC6	Career-ready
PC6.1	Self-management
PC6.2	Discipline Knowledge

## 5. Am I eligible to enrol in this course?

Refer to the [UniSC Glossary of terms](#) for definitions of “pre-requisites, co-requisites and anti-requisites”.

### 5.1. Pre-requisites

BUS104

### 5.2. Co-requisites

Not applicable

### 5.3. Anti-requisites

Not applicable

### 5.4. Specific assumed prior knowledge and skills (where applicable)

Not applicable

## 6. How am I going to be assessed?

### 6.1. Grading Scale

Standard Grading (GRD)

High Distinction (HD), Distinction (DN), Credit (CR), Pass (PS), Fail (FL).

### 6.2. Details of early feedback on progress

Formative feedback will be delivered informally through the discussion of activities in the workshops. These discussions and activities are critical to the assessment tasks and students are expected to come prepared to workshops to share and discuss their answers.

### 6.3. Assessment tasks

DELIVERY MODE	TASK NO.	ASSESSMENT PRODUCT	INDIVIDUAL OR GROUP	WEIGHTING %	WHAT IS THE DURATION / LENGTH?	WHEN SHOULD I SUBMIT?	WHERE SHOULD I SUBMIT IT?
All	1	Examination - not Centrally Scheduled	Individual	20%	90 minutes	Week 6	Online Test (Quiz)
All	2	Case Study	Individual	40%	2,000 words	Week 9	Online Assignment Submission with plagiarism check
All	3	Plan	Individual	40%	2,000 words	Week 13	Online Assignment Submission with plagiarism check

#### All - Assessment Task 1: Task 1 Exam

<b>GOAL:</b>	To demonstrate fundamental knowledge, understanding and application of the concepts, theories and models of strategic management.	
<b>PRODUCT:</b>	Examination - not Centrally Scheduled	
<b>FORMAT:</b>	<p>This is an individual task to be undertaken as an online exam through Canvas.</p> <p>The exam is worth 20% of your total course grade.</p> <p>Further details are provided in the assessment area in Canvas.</p>	
<b>CRITERIA:</b>	<p><b>No.</b></p> <p>1 Demonstrated knowledge of fundamental strategic management concepts.</p>	<p><b>Learning Outcome assessed</b></p> <p>1 3</p>

### All - Assessment Task 2: Task 2 Strategic Analysis - case study

<b>GOAL:</b>	To demonstrate understanding and application of the concepts, models, theories and language of strategic management through their use in undertaking a strategic analysis of an SME.	
<b>PRODUCT:</b>	Case Study	
<b>FORMAT:</b>	You are required to undertake a strategic analysis of a small business using the language and concepts, tools and frameworks of this course. You must analyse the firm's current situation using the appropriate specified tools and frameworks. The information from your analysis must then be synthesized to provide a full integrated explanation of the firms position. Further instructions and resources will be provided on Canvas.	
<b>CRITERIA:</b>	<b>No.</b>	<b>Learning Outcome assessed</b>
	1	Appropriate use of the language and concepts of strategic management 1 3
	2	Ability to effectively undertake strategic analysis of a business in terms of the questions provided. 2 3
	3	Ability to interpret and justify the key strategic issues of the firm. 2 3
	4	Use of quality and course appropriate research resources, 8 peer-reviewed academic journal references and Harvard referencing style. 1 3
	5	Succinct written communication, clear formatting and professional presentation 1 3

### All - Assessment Task 3: Task 3 Strategic plan

<b>GOAL:</b>	To produce a strategic plan which demonstrates understanding and application of the concepts and tools of strategic management as presented in this course.	
<b>PRODUCT:</b>	Plan	
<b>FORMAT:</b>	<p>You are required to create a strategic plan for the small business you analysed in task 2. The plan must outline a possible strategy, the advantage that would be gained, the long-term goals needed, and the policies and governance practices the firm must implement to achieve it.</p> <p>Your task is to 1) assess the firm's current strategic approach with respect to the climate change challenge, then 2) identify strategic options for an alternative approach, finally 3) develop, explain and justify a strategic plan. The plan must deliver a potentially effective, responsible, appropriate option for a new strategic direction the firm which helps address the climate challenge it faces and provide a new way of doing business which can long-term competitive success for the firm. Further instructions and resources will be provided on Canvas.</p>	
<b>CRITERIA:</b>	<b>No.</b>	<b>Learning Outcome assessed</b>
	1	Appropriate application of relevant strategic management concepts, frameworks and theory in the strategic plan. 3
	2	Creation of plausible goals and the generation of appropriate policy recommendations for competitive advantage in the strategic plan. 2
	3	Use of relevant and course appropriate resources, 10 peer-reviewed academic journal references and Harvard referencing style. 1
	4	Clear written communication, appropriate language, professional presentation with effective structure, style and formatting. 3

## 7. Directed study hours

A 12-unit course will have total of 150 learning hours which will include directed study hours (including online if required), self-directed learning and completion of assessable tasks. Student workload is calculated at 12.5 learning hours per one unit.

## 8. What resources do I need to undertake this course?

Please note: Course information, including specific information of recommended readings, learning activities, resources, weekly readings, etc. are available on the course Canvas site– Please log in as soon as possible.

### 8.1. Prescribed text(s) or course reader

Please note that you need to have regular access to the resource(s) listed below. Resources may be required or recommended.

REQUIRED?	AUTHOR	YEAR	TITLE	EDITION	PUBLISHER
Required	Richard Whittington	2020	Johnson	12th edition	Pearson

### 8.2. Specific requirements

Students are required to undertake pre-reading of the designated textbook chapters and complete the activities for each module before participating in workshops.

## 9. How are risks managed in this course?

Health and safety risks for this course have been assessed as low. It is your responsibility to review course material, search online, discuss with lecturers and peers and understand the health and safety risks associated with your specific course of study and to familiarise yourself with the University's general health and safety principles by reviewing the [online induction training for students](#), and following the instructions of the University staff.

## 10. What administrative information is relevant to this course?

### 10.1. Assessment: Academic Integrity

Academic integrity is the ethical standard of university participation. It ensures that students graduate as a result of proving they are competent in their discipline. This is integral in maintaining the value of academic qualifications. Each industry has expectations and standards of the skills and knowledge within that discipline and these are reflected in assessment.

Academic integrity means that you do not engage in any activity that is considered to be academic fraud; including plagiarism, collusion or outsourcing any part of any assessment item to any other person. You are expected to be honest and ethical by completing all work yourself and indicating in your work which ideas and information were developed by you and which were taken from others. You cannot provide your assessment work to others. You are also expected to provide evidence of wide and critical reading, usually by using appropriate academic references.

In order to minimise incidents of academic fraud, this course may require that some of its assessment tasks, when submitted to Canvas, are electronically checked through Turnitin. This software allows for text comparisons to be made between your submitted assessment item and all other work to which Turnitin has access.

### 10.2. Assessment: Additional Requirements

Eligibility for Supplementary Assessment

Your eligibility for supplementary assessment in a course is dependent of the following conditions applying:

The final mark is in the percentage range 47% to 49.4%

The course is graded using the Standard Grading scale

You have not failed an assessment task in the course due to academic misconduct

### 10.3. Assessment: Submission penalties

Late submission of assessment tasks may be penalised at the following maximum rate:

- 5% (of the assessment task's identified value) per day for the first two days from the date identified as the due date for the assessment task.

- 10% (of the assessment task's identified value) for the third day - 20% (of the assessment task's identified value) for the fourth day and subsequent days up to and including seven days from the date identified as the due date for the assessment task.

- A result of zero is awarded for an assessment task submitted after seven days from the date identified as the due date for the assessment task. Weekdays and weekends are included in the calculation of days late. To request an extension you must contact your course coordinator to negotiate an outcome.

### 10.4. SafeUniSC

UniSC is committed to a culture of respect and providing a safe and supportive environment for all members of our community. For immediate assistance on campus contact SafeUniSC by phone: [07 5430 1168](tel:0754301168) or using the [SafeZone](#) app. For general enquires contact the SafeUniSC team by phone [07 5456 3864](tel:0754563864) or email [safe@usc.edu.au](mailto:safe@usc.edu.au).

The SafeUniSC Specialist Service is a Student Wellbeing service that provides free and confidential support to students who may have experienced or observed behaviour that could cause fear, offence or trauma. To contact the service call [07 5430 1226](tel:0754301226) or email [studentwellbeing@usc.edu.au](mailto:studentwellbeing@usc.edu.au).

## 10.5. Study help

For help with course-specific advice, for example what information to include in your assessment, you should first contact your tutor, then your course coordinator, if needed.

If you require additional assistance, the Learning Advisers are trained professionals who are ready to help you develop a wide range of academic skills. Visit the [Learning Advisers](#) web page for more information, or contact Student Central for further assistance: +61 7 5430 2890 or [studentcentral@usc.edu.au](mailto:studentcentral@usc.edu.au).

## 10.6. Wellbeing Services

Student Wellbeing provide free and confidential counselling on a wide range of personal, academic, social and psychological matters, to foster positive mental health and wellbeing for your academic success.

To book a confidential appointment go to [Student Hub](#), email [studentwellbeing@usc.edu.au](mailto:studentwellbeing@usc.edu.au) or call 07 5430 1226.

## 10.7. AccessAbility Services

Ability Advisers ensure equal access to all aspects of university life. If your studies are affected by a disability, learning disorder mental health issue, injury or illness, or you are a primary carer for someone with a disability or who is considered frail and aged, [AccessAbility Services](#) can provide access to appropriate reasonable adjustments and practical advice about the support and facilities available to you throughout the University.

To book a confidential appointment go to [Student Hub](#), email [AccessAbility@usc.edu.au](mailto:AccessAbility@usc.edu.au) or call 07 5430 2890.

## 10.8. Links to relevant University policy and procedures

For more information on Academic Learning & Teaching categories including:

- Assessment: Courses and Coursework Programs
- Review of Assessment and Final Grades
- Supplementary Assessment
- Central Examinations
- Deferred Examinations
- Student Conduct
- Students with a Disability

For more information, visit <https://www.usc.edu.au/explore/policies-and-procedures#academic-learning-and-teaching>

## 10.9. Student Charter

UniSC is committed to excellence in teaching, research and engagement in an environment that is inclusive, inspiring, safe and respectful. The [Student Charter](#) sets out what students can expect from the University, and what in turn is expected of students, to achieve these outcomes.

## 10.10. General Enquiries

### In person:

- **UniSC Sunshine Coast** - Student Central, Ground Floor, Building C, 90 Sippy Downs Drive, Sippy Downs
- **UniSC Moreton Bay** - Service Centre, Ground Floor, Foundation Building, Gympie Road, Petrie
- **UniSC SouthBank** - Student Central, Building A4 (SW1), 52 Merivale Street, South Brisbane
- **UniSC Gympie** - Student Central, 71 Cartwright Road, Gympie
- **UniSC Fraser Coast** - Student Central, Student Central, Building A, 161 Old Maryborough Rd, Hervey Bay
- **UniSC Caboolture** - Student Central, Level 1 Building J, Cnr Manley and Tallon Street, Caboolture

**Tel:** +61 7 5430 2890

**Email:** [studentcentral@usc.edu.au](mailto:studentcentral@usc.edu.au)