Course Description:

BUSINESS STRATEGY – DBA 8108

No.	Subject	
	Subject	
1	Title	Business Strategy
2	Code	DBA 8108
3	Credit Value	4
4	Prerequisite (if any)	Nil
5	Learning Outcomes	On completion of this subject, students are expected to be able to: 1. Integrate the core and specialist subjects into a comprehensive whole; apply strategic concepts, models or tools; assess and incorporate the dynamics of contemporary strategic thinking and philosophy. 2. Apply the strategic process to a spectrum of organisations and industries under different scenarios including growth, stagnation, decline, turnaround and consolidation, whether in a national or multinational context. 3. Formulate relevant mission statements and key objectives, propose and evaluate alternative strategies. 4. Assess and recommend strategic policies for implementation through key functional areas. 5. Identify and integrate change factors including the cultural and leadership aspects of strategy, and discuss the nature of strategic control in the integration process within the organisation. 6. Evaluate the issues and nature of corporate governance and stakeholder relationship. 7. Facilitate clear, credible rationales to support innovative strategies for a variety of business and organisational scenarios including the development and appraisal of strategic leadership and team dynamics.
6	Synopsis	As students draw closer to meeting the full requirements for graduating from the course, it is absolutely essential that they have the opportunity to integrate and synthesise the knowledge and competencies developed to date in relation to their professional and managerial responsibilities. This module enables students to identify, articulate and apply the strategic issues that confront organisations. Students are able to derive some key concepts, techniques and knowledge from the other subjects of this course, thereby allowing them to develop informative and comprehensive responses to some of the main issues related to strategy and competition. This module also provides a framework for strategic analysis and integration through the development of an organisation's strategic direction, strategic capabilities as well as its internal and external dynamics.
7	Mode of delivery	Lecture, workshop
8	Assessment Methods and Types	• One Research Assignment (5,000 words) 100%
9	**Course topics and contact hours**	
	Introduction of Strategic Management • Introduction of strategic management	

	- Evolution of strategic management - Framework of strategic management	
	Organisation: External Environment - Environmental factors - Assessment of the macro environment - Assessment of the industry structure and strategic positioning	
	Strategic Capability - Identifying the strategic capabilities of organisation - Concept of competitive advantage - Sources of competitive advantage - Sustaining competitive advantage - Organisation learning	
	Strategic Purpose - Organisational purpose - Stakeholders and their influence - Corporate Governance	
	Strategic Choice - Introduction - Choices of competitive advantage - Choices of sustainable competitive advantage	
	Corporate Strategy - Diversification - Portfolio strategy - Synergy strategy - Choice perspective between portfolio and synergy	
	Globalisation and Network Strategy - Internationalisation drivers and options - Paradox of cooperation and competition - Mergers and acquisitions	
	Strategy in Action - Strategy development process - Organisational learning - Complex adaptive strategy	
	Configuration and Strategic Change - Structural design - Context of organisational change - Evolutionary change versus revolutionary change - Issues of organisational change	
10	Main Reference(s)	- Wheelen, T.L., and Hunger, D.J., 2012, *Strategic Management and Business Policy: Toward Global Sustainability*, Prentice Hall, ISBN-10: 0132967340 | ISBN-13: 9780132967341 - De Wit, B. and Meyer, R. (2010). *Strategy Synthesis: Resolving Strategy Paradoxes To Create Competitive Advantage* (3rd Ed.). London: Thomson Learning (now CENGAGE Learning).
11	Additional reference(s)	- Grant, R. M. (2010*) Contemporary Strategy Analysis – Text and Cases* (7th ed.) Oxford: Blackwell. - Bilton, C. and Cummings, S. (2010). *Creative Strategy: Reconnecting Business and Innovation.* John Wiley. - De Wit, B. and Meyer, R. (2010). *Strategy: Processes, Content and Context* (4th ed)*.* London: Thompson Learning (now CENGAGE Learning). - Hill, C.W.L. and Jones, G.R. (2012). *Strategic Management: An Integrated Approach* (10th Ed.). Cengage Learning. - Johnson, G., Scholes, K., and Whittington, R. (2010) *Exploring Corporate Strategy* (8th Ed.). Prentice Hall.

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		Website: • http://www.ballarat.edu.au/aasp/is/library/ • www.questia.com; www.ipma.co.uk; www.ebscohost.com