



# MGMT19128 *Business Integration*

## Term 1 - 2017

Profile information current as at 06/05/2024 08:43 pm

All details in this unit profile for MGMT19128 have been officially approved by CQUniversity and represent a learning partnership between the University and you (our student). The information will not be changed unless absolutely necessary and any change will be clearly indicated by an approved correction included in the profile.

### General Information

#### Overview

The unit provides final year undergraduate students with a capstone experience that further develops their investigative skills and integrates learning that has taken place throughout the degree. The unit requires students to critically evaluate issues specific to strategy development and effective implementation.

#### Details

Career Level: *Undergraduate*

Unit Level: *Level 3*

Credit Points: 6

Student Contribution Band: 10

Fraction of Full-Time Student Load: 0.125

#### Pre-requisites or Co-requisites

Prerequisite: 96 units of credit

Important note: Students enrolled in a subsequent unit who failed their pre-requisite unit, should drop the subsequent unit before the census date or within 10 working days of Fail grade notification. Students who do not drop the unit in this timeframe cannot later drop the unit without academic and financial liability. See details in the [Assessment Policy and Procedure \(Higher Education Coursework\)](#).

#### Offerings For Term 1 - 2017

- Brisbane
- Distance
- Melbourne
- Rockhampton
- Sydney

#### Attendance Requirements

All on-campus students are expected to attend scheduled classes – in some units, these classes are identified as a mandatory (pass/fail) component and attendance is compulsory. International students, on a student visa, must maintain a full time study load and meet both attendance and academic progress requirements in each study period (satisfactory attendance for International students is defined as maintaining at least an 80% attendance record).

#### Website

[This unit has a website, within the Moodle system, which is available two weeks before the start of term. It is important that you visit your Moodle site throughout the term. Please visit Moodle for more information.](#)

## Class and Assessment Overview

### Recommended Student Time Commitment

Each 6-credit Undergraduate unit at CQUniversity requires an overall time commitment of an average of 12.5 hours of study per week, making a total of 150 hours for the unit.

### Class Timetable

#### [Regional Campuses](#)

Bundaberg, Cairns, Emerald, Gladstone, Mackay, Rockhampton, Townsville

#### [Metropolitan Campuses](#)

Adelaide, Brisbane, Melbourne, Perth, Sydney

### Assessment Overview

#### 1. **Practical and Written Assessment**

Weighting: 40%

#### 2. **Presentation and Written Assessment**

Weighting: 60%

### Assessment Grading

This is a graded unit: your overall grade will be calculated from the marks or grades for each assessment task, based on the relative weightings shown in the table above. You must obtain an overall mark for the unit of at least 50%, or an overall grade of 'pass' in order to pass the unit. If any 'pass/fail' tasks are shown in the table above they must also be completed successfully ('pass' grade). You must also meet any minimum mark requirements specified for a particular assessment task, as detailed in the 'assessment task' section (note that in some instances, the minimum mark for a task may be greater than 50%). Consult the [University's Grades and Results Policy](#) for more details of interim results and final grades.

## CQUniversity Policies

**All University policies are available on the [CQUniversity Policy site](#).**

You may wish to view these policies:

- Grades and Results Policy
- Assessment Policy and Procedure (Higher Education Coursework)
- Review of Grade Procedure
- Student Academic Integrity Policy and Procedure
- Monitoring Academic Progress (MAP) Policy and Procedure – Domestic Students
- Monitoring Academic Progress (MAP) Policy and Procedure – International Students
- Student Refund and Credit Balance Policy and Procedure
- Student Feedback – Compliments and Complaints Policy and Procedure
- Information and Communications Technology Acceptable Use Policy and Procedure

This list is not an exhaustive list of all University policies. The full list of University policies are available on the [CQUniversity Policy site](#).

## Previous Student Feedback

### Feedback, Recommendations and Responses

Every unit is reviewed for enhancement each year. At the most recent review, the following staff and student feedback items were identified and recommendations were made.

#### Feedback from Student evaluation

##### **Feedback**

Too much content, Information overload, text, readings, lectures, lecture notes, video recordings, convoluted explanation, not clear or straightforward; difficult to integrate the volume of information

##### **Recommendation**

Reduce clutter, revamp to a simpler layout for ease of navigation, specify teaching plan and instructional delivery for each week

#### Feedback from Student evaluation

##### **Feedback**

Assignment return was returned too close to the exam, and provided only generic feedback which was not helpful in preparing for the exam.

##### **Recommendation**

Ensure the timely return of major assessments in line with policy provisions. Revamp the marking rubric and marking criteria template.

#### Feedback from Student evaluation

##### **Feedback**

Clarity of assessment requirements

##### **Recommendation**

Provide a preamble, audio or video briefing, formative assessment that contributes to summative assessment requirements, and follow-up with news items or forum discussion.

#### Feedback from Learning and Teaching review

##### **Feedback**

The unit title "Business Integration" is inconsistent with the unit's content impacting student expectations. The conceptual and theoretical material deals exclusively with business strategy

##### **Recommendation**

Change unit title to "Business Strategy"

## Unit Learning Outcomes

### **On successful completion of this unit, you will be able to:**

1. Define and investigate inputs to strategy, including the external and internal environment, mission, and strategic intent across diverse business contexts.
2. Critically assess strategic inputs and alternate scenarios.
3. Design a strategic plan and realistic implementation schedule.
4. Analyse and apply relevant measures of business success.

## Alignment of Learning Outcomes, Assessment and Graduate Attributes

Subject	N/A Level	Introductory Level	Intermediate Level	Graduate Level	Professional Level	Advanced Level
English	1	2	3	1	0	0
History	0	1	2	1	0	0
Science	0	1	2	1	0	0
Math	0	1	2	1	0	0
Art	0	1	2	1	0	0

## Alignment of Assessment Tasks to Learning Outcomes

Assessment Tasks	Learning Outcomes			
	1	2	3	4
1 - Practical and Written Assessment - 40%	●	●		
2 - Presentation and Written Assessment - 60%			●	●

## Alignment of Graduate Attributes to Learning Outcomes

Graduate Attributes	Learning Outcomes			
	1	2	3	4
1 - Communication	•	•	•	•
2 - Problem Solving	•	•	•	•
3 - Critical Thinking	•	•	•	•
4 - Information Literacy	•	•	•	•
5 - Team Work			•	•
6 - Information Technology Competence	•	•	•	•
7 - Cross Cultural Competence	•	•	•	•
8 - Ethical practice	•	•	•	•
9 - Social Innovation				
10 - Aboriginal and Torres Strait Islander Cultures				

## Alignment of Assessment Tasks to Graduate Attributes

[illegible]

## Textbooks and Resources

### Textbooks

MGMT19128

#### Prescribed

##### **Strategic Management: Thinking, Analysis, Action**

5th Edition (2015)

Authors: Hubbard, G. Rice, J. & Galvin, P.

Pearson Australia

Melbourne, Australia

ISBN: 9781486010806

Binding: Paperback

#### **Additional Textbook Information**

To avoid shipping delays and your budget, purchase the vital source (web and cross platform apps) eText direct from Pearson (ISBN: 9781486012428)!

However, if you prefer a paper copy, they are still available at the CQUni Bookshop here: <http://bookshop.cqu.edu.au>

[View textbooks at the CQUniversity Bookshop](#)

### IT Resources

**You will need access to the following IT resources:**

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)
- zoom.us (client)

## Referencing Style

All submissions for this unit must use the referencing style: [American Psychological Association 6th Edition \(APA 6th edition\)](#)

For further information, see the Assessment Tasks.

## Teaching Contacts

**Malcolm Johnson** Unit Coordinator

[m.n.johnson@cqu.edu.au](mailto:m.n.johnson@cqu.edu.au)

## Schedule

### Week 1 - 06 Mar 2017

Module/Topic	Chapter	Events and Submissions/Topic
<b>MODULE 1: BUSINESS STRATEGY</b> (Where are we now?) <b>Business strategy:</b> Overview of the unit and a focus on core concepts of strategy.	Ch.1 Hubbard, Rice, & Galvin 2015 & online resources	Zoom Workshop: Welcome to the unit

### Week 2 - 13 Mar 2017

Module/Topic	Chapter	Events and Submissions/Topic
<b>From rhetoric to reality:</b> Unpack the value proposition and underlying business model.	Ch. 2 Hubbard, Rice, & Galvin 2015; & online resources	

**Week 3 - 20 Mar 2017**

Module/Topic	Chapter	Events and Submissions/Topic
<b>Environmental scan:</b> Analyse the industry and markets, and develop strategic scenarios.	Ch. 3 Hubbard, Rice, & Galvin 2015; & online resources	Zoom Workshop: Discussion of Assessment #1

**Week 4 - 27 Mar 2017**

Module/Topic	Chapter	Events and Submissions/Topic
<b>Internal capabilities:</b> Evaluate the organisation's internal capability to create and sustain competitive advantage.	Ch. 4 Hubbard, Rice, & Galvin 2015; & online resources	

**Week 5 - 03 Apr 2017**

Module/Topic	Chapter	Events and Submissions/Topic
<b>MODULE 2: FORMULATING STRATEGY</b> (Where do we want to be?) <b>Clarify ambitions and abilities:</b> Analyse gaps between strategic opportunity and capacity to execute	Chs. 5 & 6 Hubbard, Rice, & Galvin 2015; & online resources	<b>Assessment of current business strategy: an applied analysis.</b> Due: Week 5 Friday (7 Apr 2017) 5:00 pm AEST

**Vacation Week - 10 Apr 2017**

Module/Topic	Chapter	Events and Submissions/Topic
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**Week 6 - 17 Apr 2017**

Module/Topic	Chapter	Events and Submissions/Topic
<b>Scale and Scope:</b> Evaluate similarities and differences in strategic decision making for different organisations.	Chs. 7 & 9 Hubbard, Rice, & Galvin 2015; & online resources	Zoom Workshop: Discussion of Assessment #2

**Week 7 - 24 Apr 2017**

Module/Topic	Chapter	Events and Submissions/Topic
<b>MODULE 3: IMPLEMENTING STRATEGY</b> (How do we get there?) <b>Leadership and management:</b> Distinguish between a vision shared and a shared vision as the catalyst for successful implementation.	Ch. 13 Hubbard, Rice, & Galvin 2015; & online resources	

**Week 8 - 01 May 2017**

Module/Topic	Chapter	Events and Submissions/Topic
<b>Operational capital:</b> Focus on the systems, structure and financial capacity that support implementation.	Ch. 9 Hubbard, Rice, & Galvin 2015; & online resources	

**Week 9 - 08 May 2017**

Module/Topic	Chapter	Events and Submissions/Topic
<b>Cultural capital:</b> Determine whether strategic change is incremental, transformational, or punctuated.	Ch. 13 Hubbard, Rice, & Galvin 2015; & online resources	

**Week 10 - 15 May 2017**

Module/Topic	Chapter	Events and Submissions/Topic
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**Human capital:**

Create the conditions for alignment and engagement of people in strategic change. Ch. 14 Hubbard, Rice, & Galvin 2015; & online resources

**Week 11 - 22 May 2017**

Module/Topic	Chapter	Events and Submissions/Topic
<b>MODULE 4: EVALUATION &amp; CONTROL</b> (How do we measure success?) <b>Performance tracking:</b> Determine critical success factors and core KPIs.	Ch. 5 Hubbard, Rice, & Galvin 2015; & online resources	Zoom Workshop: Pre-submission discussion of Assessment #2

**Week 12 - 29 May 2017**

Module/Topic	Chapter	Events and Submissions/Topic
<b>Dynamic adjustments:</b> Understand the strategic, tactical, and operational levers to improve strategic outcomes.	Ch. 8 Hubbard, Rice, & Galvin 2015	

**Review/Exam Week - 05 Jun 2017**

Module/Topic	Chapter	Events and Submissions/Topic
		<b>Strategic trajectory: shaping an alternative future.</b> Due: Review/Exam Week Friday (9 June 2017) 5:00 pm AEST

**Exam Week - 12 Jun 2017**

Module/Topic	Chapter	Events and Submissions/Topic
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## Term Specific Information

To contact the Unit Coordinator:

Dr Malcolm Johnson

**Email: MGMT19128-admin@cqu.edu.au**

If sending an email, please:

1. Include the Unit code in the Subject line
2. Ensure your questions are succinct.

**Phone: 07-40374731**

Please leave a message: clearly state the unit code, your name, your question, and then a contact number (**please repeat your contact number S-L-O-W-L-Y at the end of the message**).

**Campus Lecturers:**

*Rockhampton:* Jim Jensen (j.jensen@cqu.edu.au)

*Brisbane:* Ashley Orth (a.orth@cqu.edu.au)

*Sydney:* Richard Poi (r.poi@cqu.edu.au)

*Melbourne:* Robin Neeson (r.neeson1@cqu.edu.au)

## Assessment Tasks

### 1 Assessment of current business strategy: an applied analysis.

**Assessment Type**

Practical and Written Assessment

**Task Description**

This is an applied assessment and may be undertaken individually or as a group (not exceeding three people). If you prepare a group submission you must advise the course coordinator by email (MGMT19128-admin@cqu.edu.au) no later than the end of Week 2

You have the option of analysing the business strategy of Capricorn Coastguard (material provided in Moodle) OR an organisation you either work for or are targeting to do so. The analysis should incorporate frameworks and perspectives in material up to and including Week 4.

In preparing your business report, your approach as a 'consultant' to the organisation will succinctly answer "where is the organisation now?"

Guidelines:

- Business report format
- 1500- 2000 words (including appendices)
- APA referencing
- Minimum eight (8) citations from relevant research journals
- If you undertake an analysis of Capricorn Coast Guard, you are to rely on material provided or publicly available. Please do not to contact Capricorn Coast Guard for further information.

### **Assessment Due Date**

Week 5 Friday (7 Apr 2017) 5:00 pm AEST

### **Return Date to Students**

Monday (17 Apr 2017)

Results will be listed in the grade book.

### **Weighting**

40%

### **Assessment Criteria**

Assessment criteria:

- Analyse the organisation's underlying business model (5 Marks)
- Articulate the key challenges and strategic issues the organisation is confronting. (5 Marks)
- Apply relevant strategic frameworks to ascertain the current impact of the challenges on the organisation's internal ability to deliver services to its target clients. (10 Marks)
- Project current situation two years ahead if no changes take place. Provide alternative scenarios if key strategic challenges are addressed. (10 Marks)
- Quality of submission (Adheres to Business Report format; Clear flow of ideas; Incorporates at least eight (8) journal papers using APA format; Satisfies word length, written expression, and grammatical standards). (10 Marks)
- Penalties apply for late submission and exceeding word limit.
- **Total out of 40 Marks**

### **Referencing Style**

- [American Psychological Association 6th Edition \(APA 6th edition\)](#)

### **Submission**

Online

### **Submission Instructions**

Please ensure you submit your work as a Word document through Turnitin in Moodle

### **Learning Outcomes Assessed**

- Define and investigate inputs to strategy, including the external and internal environment, mission, and strategic intent across diverse business contexts.
- Critically assess strategic inputs and alternate scenarios.

### **Graduate Attributes**

- Communication
- Problem Solving
- Critical Thinking
- Information Literacy
- Team Work
- Information Technology Competence
- Cross Cultural Competence
- Ethical practice



## 2 Strategic trajectory: shaping an alternative future.

### Assessment Type

Presentation and Written Assessment

### Task Description

This second assessment is a continuation of the strategic evaluation of the organisation you chose to analyse in the first assessment. **It is to be completed individually.**

Succinctly answer three strategic questions:

1. Where could/should the organisation head? (Topic 2: Formulating Strategy)
2. How might it get there? (Topic 3: Implementing Strategy)
3. How might the organisation best measure success? (Topic 4: Evaluation and Control)

### Support:

This is a major piece of assessment due late in the Term. To reduce the risk of writing 'off-track', you are welcome to submit a draft of your work. Your facilitator or Unit Coordinator will not mark this work but will provide constructive comment where necessary. Please allow one week for the feedback.

### Guidelines:

- Individual preparation and submission (no group work)
- Business Report format
- 3000 words (including appendices)
- APA referencing
- Minimum 12 citations from relevant research journals (not included in the word count)

### Assessment Due Date

Review/Exam Week Friday (9 June 2017) 5:00 pm AEST

### Return Date to Students

Exam Week Friday (16 June 2017)

### Weighting

60%

### Assessment Criteria

Assessment criteria:

- Perform a gap analysis to identify what needs to be changed for the organisation to execute on its business model. (10 Marks)
- What changes, if any, does the organisation need to make to leverage support from its strategic resources? (10 Marks)
- What critical success factors underwrite your recommendations above? (5 Marks)
- How do you define strategic success and what Key Performance Indicators will progressively measure this? (5 Marks)
- What strategic, tactical and operational levers have you identified to dynamically recalibrate their implementation efforts? (10 Marks)
- Quality of submission (Adheres to Business Report format; Clear flow of ideas; Incorporates at least 12 journal papers using APA format; Satisfies word length, written expression, and grammatical standards). (20 Marks)
- Penalties apply for late submission and exceeding word limit.

### Referencing Style

- [American Psychological Association 6th Edition \(APA 6th edition\)](#)

### Submission

Online Group

### Submission Instructions

Please ensure you submit your work as a Word document through Turnitin in Moodle

### Learning Outcomes Assessed

- Design a strategic plan and realistic implementation schedule.
- Analyse and apply relevant measures of business success.

### Graduate Attributes

- Communication
- Problem Solving

- Critical Thinking
- Information Literacy
- Team Work
- Information Technology Competence
- Cross Cultural Competence
- Ethical practice

## Academic Integrity Statement

As a CQUniversity student you are expected to act honestly in all aspects of your academic work.

Any assessable work undertaken or submitted for review or assessment must be your own work. Assessable work is any type of work you do to meet the assessment requirements in the unit, including draft work submitted for review and feedback and final work to be assessed.

When you use the ideas, words or data of others in your assessment, you must thoroughly and clearly acknowledge the source of this information by using the correct referencing style for your unit. Using others' work without proper acknowledgement may be considered a form of intellectual dishonesty.

Participating honestly, respectfully, responsibly, and fairly in your university study ensures the CQUniversity qualification you earn will be valued as a true indication of your individual academic achievement and will continue to receive the respect and recognition it deserves.

As a student, you are responsible for reading and following CQUniversity's policies, including the [Student Academic Integrity Policy and Procedure](#). This policy sets out CQUniversity's expectations of you to act with integrity, examples of academic integrity breaches to avoid, the processes used to address alleged breaches of academic integrity, and potential penalties.

### **What is a breach of academic integrity?**

A breach of academic integrity includes but is not limited to plagiarism, self-plagiarism, collusion, cheating, contract cheating, and academic misconduct. The Student Academic Integrity Policy and Procedure defines what these terms mean and gives examples.

### **Why is academic integrity important?**

A breach of academic integrity may result in one or more penalties, including suspension or even expulsion from the University. It can also have negative implications for student visas and future enrolment at CQUniversity or elsewhere. Students who engage in contract cheating also risk being blackmailed by contract cheating services.

### **Where can I get assistance?**

For academic advice and guidance, the [Academic Learning Centre \(ALC\)](#) can support you in becoming confident in completing assessments with integrity and of high standard.

### **What can you do to act with integrity?**

**Be Honest**

If your assessment task is done by someone else, it would be dishonest of you to claim it as your own

**Seek Help**

If you are not sure about how to cite or reference in essays, reports etc, then seek help from your lecturer, the library or the Academic Learning Centre (ALC)

**Produce Original Work**

Originality comes from your ability to read widely, think critically, and apply your gained knowledge to address a question or problem