



# MGMT19128 *Business Integration*

## Term 2 - 2017

Profile information current as at 19/04/2024 12:05 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 2 - 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.



## Textbooks and Resources

### Textbooks

MGMT19128

#### Prescribed

#### **Essentials of Strategic Management: The Quest for Competitive Advantage**

5th edition (2017)

Authors: Gamble, J.E., Peteraf, M.A. & Thompson, A.A.

McGraw-Hill Education

New York, New York, USA

ISBN: 9781259546983

Binding: Paperback

#### **Additional Textbook Information**

An ebook of the text can be purchased from McGraw-Hill Australia website.

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

**Saalem Sadeque** Unit Coordinator

[s.sadeque@cqu.edu.au](mailto:s.sadeque@cqu.edu.au)

## Schedule

### Week 1 - 10 Jul 2017

Module/Topic	Chapter	Events and Submissions/Topic
Strategy and the Quest for Competitive Advantage	Ch. 1 Gamble, Peteraf, & Thompson 2017; & online resources	Seek out group members for Assessment 1

### Week 2 - 17 Jul 2017

Module/Topic	Chapter	Events and Submissions/Topic
Strategy and the Business Model	Ch. 1 Gamble, Peteraf, & Thompson 2017; & online resources	

### Week 3 - 24 Jul 2017

Module/Topic	Chapter	Events and Submissions/Topic
Evaluating a Company's External Environment	Ch. 3 Gamble, Peteraf, & Thompson 2017; & online resources	Confirm group memberships

**Week 4 - 31 Jul 2017**

Module/Topic	Chapter	Events and Submissions/Topic
Evaluating a Company's Resources, Capabilities, and Competitiveness	Ch. 4 Gamble, Peteraf, & Thompson 2017; & online resources	

**Week 5 - 07 Aug 2017**

Module/Topic	Chapter	Events and Submissions/Topic
Strategy Formulation, Execution, and Governance	Ch. 2 Gamble, Peteraf, & Thompson 2017; & online resources	

**Vacation Week - 14 Aug 2017**

Module/Topic	Chapter	Events and Submissions/Topic
Vacation week	Vacation week	Vacation week

**Week 6 - 21 Aug 2017**

Module/Topic	Chapter	Events and Submissions/Topic
The Five Generic Competitive Strategies	Ch. 5 Gamble, Peteraf, & Thompson 2017; & online resources	<b>Assessment 1: Strategic Audit</b> Due: Week 6 Monday (21 Aug 2017) 5:00 pm AEST

**Week 7 - 28 Aug 2017**

Module/Topic	Chapter	Events and Submissions/Topic
Strengthening a Company's Competitive Position: Strategic Moves, Timing, and Scope of Operations	Ch. 6 Gamble, Peteraf, & Thompson 2017; & online resources	

**Week 8 - 04 Sep 2017**

Module/Topic	Chapter	Events and Submissions/Topic
Corporate Strategy: Diversification and the Multibusiness Company	Ch. 8 Gamble, Peteraf, & Thompson 2017; & online resources	

**Week 9 - 11 Sep 2017**

Module/Topic	Chapter	Events and Submissions/Topic
Superior Strategy Execution	Ch. 10 Gamble, Peteraf, & Thompson 2017; & online resources	

**Week 10 - 18 Sep 2017**

Module/Topic	Chapter	Events and Submissions/Topic
Strategies for Competing in International Markets	Ch. 7 Gamble, Peteraf, & Thompson 2017; & online resources	

**Week 11 - 25 Sep 2017**

Module/Topic	Chapter	Events and Submissions/Topic
Measuring Organizational Strategic Performance	Lecture notes & online resources	

**Week 12 - 02 Oct 2017**

Module/Topic	Chapter	Events and Submissions/Topic
Ethics, Corporate Social Responsibility, Environmental Sustainability, and Strategy	Ch. 9 Gamble, Peteraf, & Thompson 2017; & online resources	<b>Assessment 2: Strategic plan</b> Due: Week 12 Friday (6 Oct 2017) 11:45 pm AEST

**Review/Exam Week - 09 Oct 2017**

Module/Topic	Chapter	Events and Submissions/Topic

**Exam Week - 16 Oct 2017**

Module/Topic	Chapter	Events and Submissions/Topic

## Assessment Tasks

### 1 Assessment 1: Strategic Audit

#### Assessment Type

Practical and Written Assessment

#### Task Description

This is an applied assessment to be undertaken as a group (not exceeding three people). You must advise the unit coordinator by email no later than the end of Week 3 with group member names.

In Assessment 1, you are required to conduct a strategic audit of a company of your choice. In preparing your report, your approach should be that of a 'consultant' who is seeking to succinctly answer "where is the organisation now?"

Note: You can choose any business or organization operating in Australia. It can be a company that you work for or may have worked for previously or currently own. Also, note that you should not choose a company that has multiple divisions. However, you can choose one of the divisions of the organization. For example, you should not choose Wesfarmers but can choose one of Coles, Bunnings, Kmart, etc. which are divisions or subsidiaries within Wesfarmers. Important: You need to get approval from the unit coordinator about your chosen company before you start working on your assessment.

#### Submission guidelines:

One person online submission from each group

Business report format (in .doc or .docx)

Font size of 12 and 1.5 line spacing

Font can be either Times New Roman or Arial

2000 words (+/- 10%) (excluding appendices and reference list)

APA referencing

Minimum eight (8) citations from a combination of scholarly academic journal articles and academic textbooks (not counted in the word limit)

Note that if you are using Mac, you may need to change to the acceptable format before final submission

#### Assessment Due Date

Week 6 Monday (21 Aug 2017) 5:00 pm AEST

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

#### Return Date to Students

Monday (4 Sept 2017)

#### Weighting

40%

#### Assessment Criteria

- Vision and mission statement analysis (5 marks)
- External audit (10 marks)
- Internal audit (10 marks)
- Identify one or two key strategic issues that the company must address in future (5 marks)
- Appropriate business report format. No spelling or grammar errors and good use of paragraphs, headings (5 marks)
- Proper APA-style referencing and in-text citations of at least 8 sources from a combination of scholarly academic journal articles and academic textbooks (not included in word count) (5 marks)
- Penalties apply for exceeding word limit (1% mark will be deducted from the total mark for Assessment 1 for every 100 words over the allowed 2200 maximum words limit)
- Penalties apply for late submission (5% mark will be deducted from the total mark for Assessment 1 per day unless an approved extension has been granted)
- **Total marks: 40**

#### 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

- 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 Assessment 2: Strategic plan

### Assessment Type

Presentation and Written Assessment

### Task Description

Assessment 2 is about developing future strategic plan for the company you chose to analyse in Assessment 1. The strategic plan for the company will be around the key issue(s) identified in assessment 1. It is to be completed individually. In your report, your focus is on recommending a viable strategy for managing the key issue(s) identified in assessment 1.

### Submission guidelines:

Business Report format (in .doc or .docx)

Font size of 12 and 1.5 line spacing

Font can be either Times New Roman or Arial

3000 words (+/- 10%) (excluding appendices and reference list)

APA-style referencing

Minimum ten (10) citations from a combination of scholarly academic journal articles and academic textbooks (not counted in the word limit)

Note that if you are using Mac, you may need to change to the acceptable format before final submission

### Assessment Due Date

Week 12 Friday (6 Oct 2017) 11:45 pm AEST

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

### Return Date to Students

Exam Week Friday (20 Oct 2017)

### Weighting

60%

### Assessment Criteria

- Identify the current strategy and its link to the company's vision and mission statements (10 marks)
- Discuss two viable strategic alternatives (20 marks)
- Recommended strategy: Choose one of the strategy from the two discussed above and provide justifications (10 marks)
- Address implementation issues of the recommended strategy (10 marks)
- Appropriate business report format. No spelling or grammar errors and good use of paragraphs, headings (5 marks)
- Proper APA-style referencing and in-text citations of at least 10 sources of information from a combination of scholarly academic journal articles and academic textbooks (not included in the word count) (5 marks)
- Penalties apply for exceeding word limit (1% mark will be deducted from the total mark for Assessment 2 for every 100 words over the allowed 3300 maximum words limit)
- Penalties apply for late submission (5% mark will be deducted from the total mark for Assessment 2 per day unless an approved extension has been granted)
- **Total marks: 60**

### 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