



MGMT19128 *Strategy and Change*

Term 1 - 2020

Profile information current as at 27/04/2024 09:21 am

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

Strategy and Change is a capstone unit in the Bachelor of Business. Organisational strategy and change is increasingly becoming important in a highly competitive business environment. In this capstone unit, you will explore the process used in strategy formulation and implementation and consider how decisions are made to effectively implement change. You will assess how internal and external pressures influence decision making and the subsequent formulation and implementation of strategy and change in a range of different types of organisations. The unit examines how organisations align resources in setting strategy and mechanisms deployed to review performance. You will also gain insights on the importance of risk management in strategy implementation and change process.

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

Completion of 48 credit points in first year of study

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 - 2020

- Brisbane
- Melbourne
- Online
- Perth
- 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. **Case Study**

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

Change zoom meeting times to late afternoon/night for distance students (not midday).

Recommendation

Schedule some of the zoom sessions during after-hours, in addition to mid-day ones in the term.

Unit Learning Outcomes

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

1. Analyse strategy, planning and decision making processes in organisations
2. Evaluate and identify internal and external pressures that inform strategy and change to the business model
3. Undertake scenario analysis, assess risks, and align resources to achieve key priorities
4. Assess how organisations use strategy in change management process
5. Analyse how performance targets and key measures are set, monitored and improved at organisational, functional and individual level.

Alignment of Learning Outcomes, Assessment and Graduate Attributes



Alignment of Assessment Tasks to Learning Outcomes

Assessment Tasks	Learning Outcomes				
	1	2	3	4	5
1 - Case Study - 40%			•	•	•
2 - Presentation and Written Assessment - 60%	•	•	•		•

Alignment of Graduate Attributes to Learning Outcomes

Graduate Attributes	Learning Outcomes				
	1	2	3	4	5
1 - Communication	•	•	•	•	•
2 - Problem Solving	•	•	•	•	•
3 - Critical Thinking	•	•	•	•	•

Graduate Attributes	Learning Outcomes				
	1	2	3	4	5
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

Assessment Tasks	Graduate Attributes									
	1	2	3	4	5	6	7	8	9	10
1 - Case Study - 40%	•	•	•		•	•	•			
2 - Presentation and Written Assessment - 60%	•	•	•	•	•	•	•	•		

Textbooks and Resources

Textbooks

MGMT19128

Prescribed

Exploring Strategy

Edition: 11th (2017)

Authors: Gerry Johnson, Richard Whittington, Patrick Regnér, Kevan Scholes, Duncan Angwin

Pearson Education ESL

Harlow , Essex , United Kingdom

ISBN: 9781292145174

Binding: Paperback

Additional Textbook Information

An ebook version is available from the publisher at the following link: <https://pearson.com.au/9781292191508>

Only the text version (not the text and cases version) is required for the unit.

If you prefer a paper copy, then it can be purchased at the CQUni Bookshop here: <http://bookshop.cqu.edu.au> (search on the Unit code)

[View textbooks at the CQUniversity Bookshop](#)

IT Resources

You will need access to the following IT resources:

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)

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

Shahid Khan Unit Coordinator
shahid.khan@cqu.edu.au

Schedule

Week 1 - 09 Mar 2020

Module/Topic	Chapter	Events and Submissions/Topic
Introducing strategy	Chapter 1 of textbook & online resources	

Week 2 - 16 Mar 2020

Module/Topic	Chapter	Events and Submissions/Topic
Macro-environment analysis Industry and sector analysis	Chapters 2 & 3 of textbook & online resources	

Week 3 - 23 Mar 2020

Module/Topic	Chapter	Events and Submissions/Topic
Resources and capabilities	Chapter 4 of textbook & online resources	

Week 4 - 30 Mar 2020

Module/Topic	Chapter	Events and Submissions/Topic
Business strategy and models	Chapter 7 of textbook & online resources	

Week 5 - 06 Apr 2020

Module/Topic	Chapter	Events and Submissions/Topic
Corporate strategy and diversification	Chapter 8 of textbook & online resources	

Vacation Week - 13 Apr 2020

Module/Topic	Chapter	Events and Submissions/Topic
VACATION WEEK	VACATION WEEK	VACATION WEEK

Week 6 - 20 Apr 2020

Module/Topic	Chapter	Events and Submissions/Topic
International strategy	Chapter 9 of textbook & online resources	Case Study Due: Week 6 Monday (20 Apr 2020) 11:45 pm AEST

Week 7 - 27 Apr 2020

Module/Topic	Chapter	Events and Submissions/Topic
Evaluating strategies	Chapter 12 of textbook & online resources	

Week 8 - 04 May 2020

Module/Topic	Chapter	Events and Submissions/Topic
Strategy development process	Chapter 13 of textbook & online resources	

Week 9 - 11 May 2020

Module/Topic	Chapter	Events and Submissions/Topic
Organising and strategy	Chapter 14 of textbook & online resources	

Week 10 - 18 May 2020

Module/Topic	Chapter	Events and Submissions/Topic
History and culture	Chapter 6 of textbook & online resources	

Week 11 - 25 May 2020

Module/Topic	Chapter	Events and Submissions/Topic
Leadership and strategic change	Chapter 15 of textbook & online resources	

Week 12 - 01 Jun 2020

Module/Topic	Chapter	Events and Submissions/Topic
The practice of strategy	Chapter 16 of textbook & online resources	

Review/Exam Week - 08 Jun 2020

Module/Topic	Chapter	Events and Submissions/Topic

Exam Week - 15 Jun 2020

Module/Topic	Chapter	Events and Submissions/Topic
		Strategic Plan Due: Exam Week Monday (15 June 2020) 11:45 pm AEST

Assessment Tasks

1 Case Study

Assessment Type

Case Study

Task Description

The assessment involves the application of strategic management theories, concepts and tools to analyse a case. The aim of this assessment is to evaluate if students are able to understand important strategic management issues from a given set of information. It is important that the case analysis report is limited to case information only (i.e. no additional research about the company or the industry is necessary). The objective is to analyse the case from the management's point of view, given the information they had at a particular point in time.

Title of the case: **H&M in fast fashion: continued success?** (the case can only be accessed through unit's Moodle page)

This is an individual assessment with a maximum of 1500 words. Your submission should use a combination of at least 10 (ten) academic journal and textbook references. Please upload the assessment through the appropriate Moodle link. Assessment must be uploaded as a .doc or .docx file (word file).

Any assessment with a 'Turnitin' score of more than 15% will be checked by the marker and unit coordinator for potential plagiarism issue although it may not necessarily mean that you have plagiarised. If there is a substantial similarity score in the 'Turnitin' report, your assessment could be forwarded to an appropriate office/authority.

Assessment Due Date

Week 6 Monday (20 Apr 2020) 11:45 pm AEST

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)

Return Date to Students**Weighting**

40%

Assessment Criteria

- Executive summary (2 marks)
- Brief introduction of the company (2 marks)
- Critically analyse the external environmental forces influencing the company (10 marks)
- Critically analyse the capabilities and competencies of the company (10 marks)
- Analyse whether the company's capabilities and competencies are sufficient to cope with the future challenges faced by the company (10 marks)
- Integrate findings from theoretical and empirical research including proper in-text citations and reference list using APA referencing style (4 marks)
- Report format and writing (2 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 1500 word limit)

Please read the detailed assessment guideline and marking rubric available in the unit's Moodle page before commencing work on assessment 1.

Referencing Style

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

Submission

Online

Submission Instructions

Submit through the assessment 1 submission link in the unit's Moodle page.

Learning Outcomes Assessed

- Undertake scenario analysis, assess risks, and align resources to achieve key priorities
- Assess how organisations use strategy in change management process
- Analyse how performance targets and key measures are set, monitored and improved at organisational, functional and individual level.

Graduate Attributes

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

2 Strategic Plan

Assessment Type

Presentation and Written Assessment

Task Description

For this assessment, students are required to apply strategic management concepts, tools and models to develop a strategic plan for a company. The first objective of assessment 2 is to evaluate if students are able to research and identify relevant information related to a company and the industry. The second objective is to evaluate students' ability to use these information to develop future strategic direction for the company. The word limit for this assessment is 2500.

Please choose one company from the five options listed below for this assessment.

1. Australia Post (<https://www.auspost.com.au>)
2. Foxtel Australia (<https://www.foxtel.com.au>)
3. Jetstar Airways (<https://www.jetstar.com>)
4. Myer Australia (<https://www.myar.com.au>)
5. Your choice of a company (this option needs unit coordinator's approval)

Your submission should use a combination of at least 10 (ten) academic journal and textbook references. Please upload the assessment through the appropriate Moodle link. The assessment must be uploaded as a .doc or .docx file (word file).

Any assessment with a 'Turnitin' score of more than 15% will be checked by the marker and unit coordinator for potential plagiarism issue although it may not necessarily mean that you have plagiarised. If there is a substantial similarity score in the 'Turnitin' report, your assessment could be forwarded to an appropriate office/authority.

For students enrolled in the local campuses: This assessment will be a team effort. Your campus lecturer/tutor will help organise you in a team of 3-5 members (max.) by Week 4. The objectives of the team-based assessment are to enable you to develop your communication and interpersonal skills, achieve cross-cultural understanding, strengthen your critical and rational thinking abilities and learning and enjoy different perspectives on the same topic. It is expected that you will be attending lectures regularly and work on this assessment in your group in class with guidance from the local lecturer. Therefore, regular attendance is required in order to do well in this assessment. Only one person from the group is required to submit the report in Moodle.

For students enrolled in online/distance/flex mode: You can complete this assessment either individually or in a group (3-5 members). You can use the Moodle forum to find group members. Please inform the Unit Co-ordinator of your group membership and your chosen company by the end of Week 4. If working in a group, then only one person from the group is required to submit the report in Moodle. Please note that you are required to inform the unit coordinator about your chosen company even if you are completing this assessment individually.

Assessment Due Date

Exam Week Monday (15 June 2020) 11:45 pm AEST

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)

Return Date to Students

The return of graded submissions and feedback occurs after the certification of grade day.

Weighting

60%

Assessment Criteria

- Executive summary of the report (3 marks)
- Brief introduction of the company (3 marks)
- Demonstrates an understanding and application of strategic management concepts for external audit (10 marks)
- Demonstrates an understanding and application of strategic management concepts for internal audit (10 marks)
- Ability to identify and justify the key strategic issues facing the company (10 marks)
- Ability to develop a sound strategic plan that addresses the key strategic issues (15 marks)
- Integrate findings from theoretical and empirical research including proper in-text citations and reference list using APA referencing style (6 marks)
- Report format and writing (3 marks)

Penalties apply for exceeding word limit in the written part (1% mark will be deducted from the total mark for Assessment 2 for every 100 words over the allowed 2500 word limit).

Please read the detailed assessment guideline and marking rubric available in the unit's Moodle page before commencing work on assessment 2.

Referencing Style

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

Submission

Online Group

Submission Instructions

Only one person to submit from a group. Submit through the assessment 2 submission link in the unit's Moodle page.

Learning Outcomes Assessed

- Analyse strategy, planning and decision making processes in organisations
- Evaluate and identify internal and external pressures that inform strategy and change to the business model
- Undertake scenario analysis, assess risks, and align resources to achieve key priorities
- Analyse how performance targets and key measures are set, monitored and improved at organisational, functional and individual level.

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