



MGMT19128 *Strategy and Change*

Term 2 - 2020

Profile information current as at 19/04/2024 07:37 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 2 - 2020

- Brisbane
- Melbourne
- Online
- 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, Text and Cases

Edition: 12th ed. (2019)

Authors: Whittington, R., Regnér, P., Angwin, D., Johnson, G., & Scholes, K.

Pearson Education

Harlow, Essex, United Kingdom

ISBN: 9781292282459

Binding: Paperback

Additional Textbook Information

If you prefer to study with a paper copy, they are available at the CQUni Bookshop here: <http://bookshop.cqu.edu.au> (search on the Unit code). eBook is available at the publisher's website: <https://www.pearson.com.au/9781292282466>

The ISBN is 9781292282466

[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

No referencing style set.

Teaching Contacts

Quamrul Alam Unit Coordinator

q.alam@cqu.edu.au

Schedule

Week 1: Globalisation and Strategic Change in the 21st Century - 13 Jul 2020

Module/Topic	Chapter	Events and Submissions/Topic
Globalisation and changing political, social, environmental, and economic landscape affecting business strategies in the 21st century.	Familiarise yourself with the ENTIRE Moodle site and the documents relating to the Week 1 topic. There is a prescribed textbook for this unit. Gerry Johnson, Richard Whittington, Patrick Regnér, Kevan Scholes, Duncan Angwin (2017), Exploring Strategy (Text version) (11th edition), Publisher: Pearson, Chapter 1.	In week one the changes in strategic management approaches and theories will be discussed. The complexity of the changing business environment and the nature of changing global competition and the factors that influence the strategic decision making process will be introduced. You will form groups for a case study discussion and presentation. Selected cases will be posted/refereed in the Moodle site for your information. You need to be a member of a group and select a case for group work. You as a group will have to present a report answering questions selected for your case. In your presentation you have to: critically evaluate and discuss theoretical concepts and principles of strategic management and change, and evaluate challenges contemporary businesses are facing. Examine the extent to which organisational strategy and change have an impact on future business sustainability.

Week 2: Macro-environmental Factors Affecting Organisational Strategy - 20 Jul 2020

Module/Topic	Chapter	Events and Submissions/Topic
Macro- environmental factors and their impacts on strategic vision, mission, and strategy. Developing implementable strategies are the heart and soul of managing change in an organisation. Students need to know what is involved in developing a strategy and managing changes proficiently. Developing a strategic vision and a mission describes the company's purpose and guides set objectives and strategies.	Gerry Johnson, Richard Whittington, Patrick Regnér, Kevan Scholes, Duncan Angwin (2017), Exploring Strategy (Text version) (11th edition), Publisher: Pearson, Chapter 2. Also, read the recommended readings available on the Moodle site.	In week two we will be discussing the strategy tools that can be used to assess the external factors affecting the nature of competition and identify the main challenges businesses are confronting. Read the case, Virgin Australia for class discussion (posted on the Moodle site). Questions for tutorial discussion will be posted on the Moodle site in Week 1.

Week 3; Industry Analysis - 27 Jul 2020

Module/Topic	Chapter	Events and Submissions/Topic
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How does an industry analysis assist to assess the nature of competition in an industry?
 What are the forces that influence the nature of competition?
 How do we assess whether an industry is attractive or not?

Gerry Johnson, Richard Whittington, Patrick Regnér, Kevan Scholes, Duncan Angwin (2017), *Exploring Strategy* (Text version) (11th edition), Publisher: Pearson, Chapter 2.
 Also, read the recommended readings available on the Moodle site.

Read the suggested case for class discussion.
 By reading cases you will be able to find out how various strategy concepts and tools are applied by business in different industry sectors.

Week 4: Resources and Capabilities - 03 Aug 2020

Module/Topic	Chapter	Events and Submissions/Topic
Distinguish elements of strategic capability in organisations; resources, competencies, core competencies and dynamic capabilities. Analyse how strategic capabilities might provide sustainable competitive advantage on the basis of their value, rivalry, inimitability and non-substitutability. Understand the importance of value chain and SWOT analysis	Gerry Johnson, Richard Whittington, Patrick Regnér, Kevan Scholes, Duncan Angwin (2017), <i>Exploring Strategy</i> (Text version) (11th edition), Publisher: Pearson, Chapter 3. Also, read the recommended readings for week 4 available on the Moodle site.	Read Knott, P.J (2015), Does VIRO help managers evaluate a firm's resources? <i>Management Decision</i> , 53(8), 1806-1822. Starbucks As An Example Of The Value Chain Model

Week 5: Business Level Strategies - 10 Aug 2020

Module/Topic	Chapter	Events and Submissions/Topic
Identify strategic business units (SBUs) in organisations. Discuss the characteristics of generic business-level strategies. Explain the bases of achieving competitive advantages of each strategy.	Gerry Johnson, Richard Whittington, Patrick Regnér, Kevan Scholes, Duncan Angwin (2017), <i>Exploring Strategy</i> (Text version) (11th edition), Publisher: Pearson, Chapter 7. Also, read the selected readings posted on the Moodle site. Read the case: Marks and Spencer in Alam, Q and Chowdhury, (2016) eds. <i>Global Positioning: Sustainability and Value Creation</i> , TITDE University Press, Prahran, Victoria, pp 171-183. Posted on the Moodle site.	Read the case, Zara in Alam, Q and Chowdhury, (2016) eds. <i>Global Positioning: Sustainability and Value Creation</i> , TITDE University Press, Prahran, Victoria, pp 138-151. Identify the strategic features of Zara and analyse how Zara has used its core competencies in developing unique strategy options.

Vacation Week - 17 Aug 2020

Module/Topic	Chapter	Events and Submissions/Topic
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Week 6: Corporate Strategy and Mode of Diversification - 24 Aug 2020

Module/Topic	Chapter	Events and Submissions/Topic
Define corporate strategies. Identify and discuss alternative strategic directions that corporations pursue. Discuss why corporations pursue diversification strategies. Analyse the competitive advantages of related and unrelated diversification.	Gerry Johnson, Richard Whittington, Patrick Regnér, Kevan Scholes, Duncan Angwin (2017), <i>Exploring Strategy</i> (Text version) (11th edition), Publisher: Pearson, Chapter 8. Also, read the selected readings posted on the Moodle site.	Case Study Due in Week 6 Discuss the importance of five forces model, SWOT matrix, and value chain analysis in assessing the nature of competition in an industry. Critically analyse when does a business should pursue a differentiation strategy? Due: Week 6 Friday (28 Aug 2020) 11:55 pm AEST

Week 7: International Strategy - 31 Aug 2020

Module/Topic	Chapter	Events and Submissions/Topic
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Discuss different types of international strategies. Identify the sources of competitive advantages of different international strategies in the context of the COVID-19 pandemic situation. Critically discuss different market entry strategies taking into account attractiveness, economic, cultural and other forms of distance and competitors retaliation threats,

Gerry Johnson, Richard Whittington, Patrick Regnér, Kevan Scholes, Duncan Angwin (2017), *Exploring Strategy* (Text version) (11th edition), Publisher: Pearson, Chapter 9. Also, read case Optus: Repositioning to lead the market, in Alam, Q and Chowdhury, (2016) eds. *Global Positing: Sustainability and Value Creation*, TITDE University Press, Prahran, Victoria, pp 171-183. Posted on the Moodle site.

Read Porter's Diamon Model, and discuss how this model helps us in understanding the market attractiveness (Chapter 9)..

Week 8: Strategy Implementation - 07 Sep 2020

Module/Topic	Chapter	Events and Submissions/Topic
Discuss the key components of strategy implementation. How to organise resources, supportive structure, technology, culture, processes and relationships.	Gerry Johnson, Richard Whittington, Patrick Regnér, Kevan Scholes, Duncan Angwin (2017), <i>Exploring Strategy</i> (Text version) (11th edition), Publisher: Pearson, Chapter 13 and 14.	Read the case. Harvey Norman, in Alam, Q and Chowdhury, (2016) eds. <i>Global Positing: Sustainability and Value Creation</i> , TITDE University Press, Prahran, Victoria, pp 1124-136. Posted on the Moodle site.

Week 9: Challenges in Managing Strategies in a Constantly Changing Environment - 14 Sep 2020

Module/Topic	Chapter	Events and Submissions/Topic
Discuss issues in the strategy development process. Strategy development in an uncertain and complex world business environment. Strategic challenges in the 21st century.	Gerry Johnson, Richard Whittington, Patrick Regnér, Kevan Scholes, Duncan Angwin (2017), <i>Exploring Strategy</i> (Text version) (11th edition), Publisher: Pearson, Chapter 12.& online resources. Read the World Investment Report, 2019, UNTACD, Posted in the Moodle site.	Read the executive summary of the World Investment Report and discuss the main features of the world business and economy highlighted in the report.

Week 10: Strategy Evaluation - 21 Sep 2020

Module/Topic	Chapter	Events and Submissions/Topic
Methods of pursuing strategies Strategy evaluation Benchmarking Best practice management Six Sigma	Gerry Johnson, Richard Whittington, Patrick Regnér, Kevan Scholes, Duncan Angwin (2017), <i>Exploring Strategy</i> (Text version) (11th edition), Publisher: Pearson, Chapter 12. Also, read the selected readings.	Discuss sustainable development goals (SDGs) and analyse why corporations need to introduce ethical practices to make their business sustainable.

Week 11: Leadership and Strategic Change - 28 Sep 2020

Module/Topic	Chapter	Events and Submissions/Topic
Diagnosing the strategic change situation Change management: styles and roles Levers for managing strategic change. Managing strategic change programs	Gerry Johnson, Richard Whittington, Patrick Regnér, Kevan Scholes, Duncan Angwin (2017), <i>Exploring Strategy</i> (Text version) (11th edition), Publisher: Pearson, Chapter 15. Also, read the selected readings posted on the Moodle site.	A workshop/discussion forum on how to develop a strategic plan to manage change.

Week 12: The Practice of Strategy - 05 Oct 2020

Module/Topic	Chapter	Events and Submissions/Topic
Role of strategic managers Strategising Strategy methodologies Unit evaluation	Gerry Johnson, Richard Whittington, Patrick Regnér, Kevan Scholes, Duncan Angwin (2017), <i>Exploring Strategy</i> (Text version) (11th edition), Publisher: Pearson, Chapter 16.	Presentation and submission of assignment 2 How to Formulate a Strategic Plan for a company to Expand its Operation. Due: Week 12 Friday (9 Oct 2020) 11:55 pm AEST

Review/Exam Week - 12 Oct 2020

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

What will you learn in this unit?

This unit will encourage you to think strategically. Specifically, you will learn how to:

- 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
- Assess how organisations use strategy in the change management process
- Analyse how performance targets and key measures are set, monitored and improved at the organisational, functional and individual level.

One of the recommended ways to engage with the unit is to work on the tutorial illustrations (cases) posted on the Moodle site and from the textbook. Check the Moodle site every week and select the recommended readings and the case for discussion.

Should you have any questions or queries or comments about this unit or the requirements of this unit, feel free to email me at q.alam@cqu.edu.au or phone me. Alternatively, you can use the Q&A forum to ask questions as well.

It is important that you use your CQUniversity email address when sending emails to your on-campus lecturer or unit coordinator.

When you send emails to teaching staff, please include the unit code MGMT20148 in the subject line. This ensures that the message ends up in the correct folder. Make sure you include your name and student number in the signature line.

o Before sending an email to the teaching staff, make sure you first go through the study material and resources provided on the Moodle site. In doing so, you will be able to find answers to most of your questions on the Moodle site. However, feel free to contact your Unit Coordinator to seek further clarifications during your on-campus class sessions or over email. Your Unit Coordinator will be checking emails on a regular basis and will try their best to get back to you within 24 hours Monday to Friday.

I wish you the best of luck for this unit. I hope that you will find this unit very educating and thought-provoking.

Assessment Tasks

1 Discuss the importance of five forces model, SWOT matrix, and value chain analysis in assessing the nature of competition in an industry. Critically analyse when does a business should pursue a differentiation strategy?

Assessment Type

Case Study

Task Description

Assessment Task:

The assessment involves the application of strategic management theories, concepts and tools covered in the unit to analyse a case. You are required to select a case from any industry. The objective is to analyse the case from the strategic management point of view, given the information they had at a particular point in time.

You are required to have a good understanding of the microenvironment and industry-related factors that influence a business to devise new strategies.

It is important that you recognise that internal resource and capability assessment is vital for a company before taking any new strategic initiative.

You are required to explain how a value chain analysis helps a business to identify the areas of competitive advantage and sources of threats.

A comprehensive understanding of three generic business-level strategies will give a better analytical framework to discuss why and how a business should pursue a differentiation strategy. You need to focus on the competitive benefits of a differentiation strategy.

This is an individual assessment with a maximum of 1500 words to be written in a business report format. 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.

Detailed assessment criteria will be posted on the Moodle site in week 2.

Submission checklist for Assessment 1:

- Cover page with name and ID (use the cover page provided in Moodle)
- 1.5 line spacing and 12 size font in Times New Roman
- Maximum of 1500 words
- Submissions should be made in .doc or .docx format
- Note that if you are using Mac, you may need to change to the acceptable format before final submission.
- Submit online through Assessment 1 submission link in Moodle

Assessment Due Date

Week 6 Friday (28 Aug 2020) 11:55 pm AEST

Return Date to Students

Week 7 Friday (4 Sept 2020)

Weighting

40%

Assessment Criteria

Background of the case. (15%)

Use macro-environmental and industry analysis to identify the core competencies of the company and its competitive advantages (30%)

Critically analyse the strategies followed by the company. (30%)

Discuss future challenges (15%)

Referencing (10%).

Please read the attached document on Assessment 1: Case Study guidelines before attempting the assessment. It contains key information such as the required format and assessment criteria.

Submission

Online Group

Submission Instructions

On the Moodle Site

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 How to Formulate a Strategic Plan for a company to Expand its Operation.

Assessment Type

Presentation and Written Assessment

Task Description

Assessment Task:

Assessment 2 is about formulating future strategic plan (maximum 2500 words) for a company. You need to choose one company from the five options listed for this assessment (see below).

Qantas Airlines

Australia Post

IGA

Davis Jones

Each student is required to write a critical and analytical strategic management plan using contemporary concepts, theories, and models. The students will have to use their cognitive knowledge and understanding in analysing various strategies (joint venture, strategic alliance, franchising etc.) for one of the recommended cases.

The students are required to use between 12-16 quality academic references (Academic texts, journals, reports, books etc.).

In order to demonstrate the ability to engage in appropriate research, students should read and utilise these texts and journals and publications and demonstrate a willingness to research beyond this minimum standard through additional texts, journals, and studies that reflect an ability to conceptualise key strategy and change management concepts and theories. A professionally written assignment using the APA referencing style.

See Moodle for more detailed assessment rubric.

Late submission and academic misconduct penalties apply as per the university regulations

Total Weighting 60%

Presentation 20 Marks (15 minutes). in the class (Week 12)

Written assignment 40 Marks

Word limit: 2500 words.

Submission checklist for Assessment 2

- Cover page with the name(s) and ID(s) (use the cover page provided in Moodle)
- 1.5 line spacing and 12 size font in Times New Roman
- Maximum of 2500 words
- The written report should be submitted in .doc or .docx format
- Note that if you are using Mac, you may need to change to the acceptable format before final submission.
- Submit the file online through Assessment 2 submission link in Moodle. Only one person needs to submit if working in a group. Please inform the unit coordinator if you are working in a group.

Assessment Due Date

Week 12 Friday (9 Oct 2020) 11:55 pm AEST

Return Date to Students

Exam Week Monday (19 Oct 2020)

Students will not be able to see the marks before the grades are finalised by the Faculty Academic Board.

Weighting

60%

Assessment Criteria

Introduction (10%)

Ability to conduct macroeconomic and industry analysis using strategic management concepts, theories, and tools. (10%)

Ability to demonstrate their competency to analyse, evaluate and discuss theoretical concepts and principles of strategic business management (15%)

Quality and clarity of presentation and written assignment. (15%)

Ability to define corporate-level strategies suitable for business expansion (15%)

Capacity to articulate their arguments and clearly communicate their understanding of the complex nature of global business and economics (15%).

Conclusion (10%)
Referencing (10%)

Submission

Online

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