



MGMT19128 Strategy and Change

Term 2 - 2021

Profile information current as at 19/04/2024 04:58 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

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 - 2021

- Brisbane
- Melbourne
- Online
- 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 Workshop attendance.

Feedback

Due to the time difference, international students doing this unit online have found it difficult to attend 9 am workshops.

Recommendation

This difficulty will be addressed by allocating afternoon workshops for the students doing this unit from overseas.

Feedback from Unit coordinator's experience.

Feedback

International students used chatbox to communicate during 9 am workshops. Discussion on concepts and issues and group presentation were not very useful

Recommendation

This will be addressed by providing an option for the submission of weekly journals and group presentation for students doing this unit online from overseas.

Feedback from Quality of individual and group assessments.

Feedback

Poor referencing and use of limited literature resources.

Recommendation

Relevant recent articles, reports, and cases will be posted on the Moodle site to assist students with individual argumentative essay and for writing a strategic plan. Special sessions to discuss assessment guidelines will be provided.

Feedback from Impacts on unit grade.

Feedback

Allocation of 60% of total marks for group assessments is too high.

Recommendation

Allocation of 40% marks for the group assessments will be considered.

Feedback from Student performance.

Feedback

Assessment of learning outcomes based on two group reports does not allow to assess a student's individual performance.

Recommendation

Marks for the individual argumentative essay will be increased to 60%.

Feedback from Student activity on Moodle.

Feedback

Limited Moodle site engagement.

Recommendation

Special zoom session and phone conversation with students who have poor Moodle site engagement and do not respond to follow-up emails will be considered.

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.

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

Both paper and eBook versions 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 7th Edition \(APA 7th edition\)](#)

For further information, see the Assessment Tasks.

Teaching Contacts

Malcolm Johnson Unit Coordinator

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Shahid Khan Unit Coordinator

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Schedule

Week 1 - 12 Jul 2021

Module/Topic	Chapter	Events and Submissions/Topic
Globalisation and strategic change in the 21st Century	Chapter 1. Whittington et al (2019) <i>Exploring Strategy, Text and Cases</i> , 12e, Pearson. Plus selected papers in eReading list	

Week 2 - 19 Jul 2021

Module/Topic	Chapter	Events and Submissions/Topic
Macro-environmental factors affecting organisational strategy	Chapter 2. Whittington et al (2019) <i>Exploring Strategy, Text and Cases</i> , 12e, Pearson. Plus selected papers in eReading list	

Week 3 - 26 Jul 2021

Module/Topic	Chapter	Events and Submissions/Topic
Industry and sector analysis	Chapter 3. Whittington et al (2019) <i>Exploring Strategy, Text and Cases</i> , 12e, Pearson. Plus selected papers in eReading list	

Week 4 - 02 Aug 2021

Module/Topic	Chapter	Events and Submissions/Topic
Resources and capabilities analysis	Chapter 4. Whittington et al (2019) <i>Exploring Strategy, Text and Cases</i> , 12e, Pearson. Plus selected papers in eReading list	

Week 5 - 09 Aug 2021

Module/Topic	Chapter	Events and Submissions/Topic
Business level strategies and models	Chapter 7. Whittington et al (2019) <i>Exploring Strategy, Text and Cases</i> , 12e, Pearson. Plus selected papers in eReading list	

Vacation Week - 16 Aug 2021

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

Week 6 - 23 Aug 2021

Module/Topic	Chapter	Events and Submissions/Topic
Corporate strategy and mode of diversification	Chapter 8. Whittington et al (2019) <i>Exploring Strategy, Text and Cases</i> , 12e, Pearson. Plus selected papers in eReading list	Assessment 1 - Individual Case Study Analysis Due: Week 6 Monday (23 Aug 2021) 9:00 am AEST

Week 7 - 30 Aug 2021

Module/Topic	Chapter	Events and Submissions/Topic
International strategy	Chapter 9. Whittington et al (2019) <i>Exploring Strategy, Text and Cases</i> , 12e, Pearson. Plus selected papers in eReading list	

Week 8 - 06 Sep 2021

Module/Topic	Chapter	Events and Submissions/Topic
Mergers, acquisitions and alliances	Chapter 11. Whittington et al (2019) <i>Exploring Strategy, Text and Cases</i> , 12e, Pearson. Plus selected papers in eReading list	

Week 9 - 13 Sep 2021

Module/Topic	Chapter	Events and Submissions/Topic
Evaluating strategies	Chapter 12. Whittington et al (2019) <i>Exploring Strategy, Text and Cases</i> , 12e, Pearson. Plus selected papers in eReading list	

Week 10 - 20 Sep 2021

Module/Topic	Chapter	Events and Submissions/Topic
Strategy development processes	Chapter 13. Whittington et al (2019) <i>Exploring Strategy, Text and Cases</i> , 12e, Pearson. Plus selected papers in eReading list	

Week 11 - 27 Sep 2021

Module/Topic	Chapter	Events and Submissions/Topic

Diagnosing the strategic change situation Leadership and Strategic Change	Chapter 15. Whittington et al (2019) <i>Exploring Strategy, Text and Cases</i> , 12e, Pearson. Plus selected papers in eReading list
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Week 12 - 04 Oct 2021

Module/Topic	Chapter	Events and Submissions/Topic
The practice of strategy	Chapter 16. Whittington et al (2019) <i>Exploring Strategy, Text and Cases</i> , 12e, Pearson. Plus selected papers in eReading list	

Review/Exam Week - 11 Oct 2021

Module/Topic	Chapter	Events and Submissions/Topic
		Assessment 2 - Group Presentation and Business Report Due: Review/Exam Week Friday (15 Oct 2021) 11:45 pm AEST

Exam Week - 18 Oct 2021

Module/Topic	Chapter	Events and Submissions/Topic

Assessment Tasks

1 Assessment 1 - Individual Case Study Analysis

Assessment Type

Case Study

Task Description

Assessment Task:

Discuss the importance of external environmental factors (PESTLE factors), industry forces (Porter's five forces model), and value chain analysis in assessing the nature of competition in an industry. Critically discuss when a business should consider pursuing a differentiation strategy?

The assessment involves the application of strategic management theories, concepts and tools covered in the unit 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 strategic management's point of view, given the information they had at a particular point in time.

Title of the case: **Linfox: identifying strategic opportunities in a post-COVID-19 environment** (the case can only be accessed through unit's Moodle page)

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 to 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 (post-2010) academic journal and textbook references. Please upload the assessment through the appropriate Moodle link.

Any assessment with a high 'Turnitin' score 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
- Length 1500-Words

- Submissions should be made in .doc or .docx format
- Submit online through Assessment 1 submission link in Moodle

Please Note: Assessment 1 is an individual task. The objective of the individual assessment is to enable you to conduct a scenario analysis, assess risks, and align resources to achieve key priorities in an organisation, assess how organisations use strategy in the change management process and analyse how performance targets and key measures are set, monitored and improved at an organisational, functional and individual level. It is expected that you will be attending lectures regularly and work on this assessment individually in class with guidance from the local lecturer. Therefore, regular attendance is required in order to do well in this assessment.

Assessment Due Date

Week 6 Monday (23 Aug 2021) 9:00 am AEST

Penalties apply for late submission (5% mark will be deducted from the total mark for Assessment 1 per day (or part of the day) unless an approved extension has been granted)

Return Date to Students

Week 8 Monday (6 Sept 2021)

As per University policy, assessment tasks will be returned to students within two University scheduled weeks.

Weighting

40%

Assessment Criteria

1. Brief introduction of the company (10% Marks)
2. Critically analyse the external environmental forces (PESTLE factors) influencing the company (20% Marks)
3. Critically analyse the industry forces (Porter's five forces model) to identify the core competencies of the company and its competitive advantages (20% Marks)
4. Critically analyse the strategies followed by the company (20% Marks)
5. Analyse (through value chain analysis) whether the company's capabilities and competencies are sufficient to leverage identified opportunities in a post-COVID-19 environment (20% Marks)
6. Referencing - including proper in-text citations and reference list using APA - 7th edition referencing style (10% Marks)

Referencing Style

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

Submission

Online

Submission Instructions

All assignments must be submitted through the Moodle site. No email submissions will be accepted. Please contact SDesk (<https://sdesk.cqu.edu.au>) if you have difficulty accessing 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 Assessment 2 - Group Presentation and Business Report

Assessment Type

Presentation and Written Assessment

Task Description

Assessment Task:

This is a group assignment that involves a 15-minute student-led presentation and a 2500-words (+/-10%) Business Report on the same topic. This assessment item accounts for 60% of your final grade for this unit and must be completed by students as a group.

This assessment consists of two parts:

- 1) A business report (30%); and

2) A group presentation (30%).

Assessment 2 is about formulating a future strategic plan (maximum 2500-Words) for **Royal Dutch Shell** in a net-zero emissions world.

Each group is required to write a critical and analytical strategic management plan using contemporary concepts, theories, and models. The students (as a group) 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 10 (post-2010) 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 (7th edition) 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 30 Marks (15 minutes) recorded and uploaded to Turnitin in Moodle (Exam Week)

Written assignment 30 Marks uploaded through Turnitin in Moodle

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
- Submit the file online through Assessment 2 submission link in Moodle. Only one person needs to submit on behalf of the other group members.

Any assessment with a high 'Turnitin' score 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.

Please Note: Assessment 2 is a group/team task. You need to organise a team of 3-5 members (max.) by Week 4; registration of group membership is through Moodle. 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.

Assessment Due Date

Review/Exam Week Friday (15 Oct 2021) 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

Results will be released after the grades are finalised by the Faculty Academic Board.

Weighting

60%

Assessment Criteria

Assessment Criteria:

1. Executive summary of the Business Report (5% marks)
2. Brief introduction of the company (15% marks)
3. Demonstrates an understanding and application of strategic management concepts for external audit (15% marks)
4. Demonstrates an understanding and application of strategic management concepts for internal audit (15% marks)
5. Ability to identify and justify the key strategic issues facing the company (15% marks)
6. Ability to develop a sound strategic plan that addresses the key strategic issues (15% marks)
7. Integrate findings from theoretical and empirical research including proper in-text citations and reference list using APA referencing style (10% marks)
8. Business Report format and writing (10% marks)

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 7th Edition \(APA 7th edition\)](#)

Submission

Online Group

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