



MGMT19128 Strategy and Change

Term 1 - 2022

Profile information current as at 25/04/2024 05:26 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 1 - 2022

- 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 Student Evaluations

Feedback

This unit truly teaches business strategy and strategic thinking. Further, many other business concepts are thoroughly covered.

Recommendation

Continued alignment of weekly topics with supporting discussion of business media coverage adds value and relevance.

Feedback from Student Evaluations

Feedback

The lecturer was very good at explaining what is expected and easy to approach with any queries. Weekly workshops were very helpful as well - very relevant and current.

Recommendation

Engaged participation in workshops is a valuable way to extract the most out of a unit. Raising questions for discussion adds value and interest.

Feedback from Student Evaluations

Feedback

The unit coordinator made attending this subject very rewarding in terms of skills and knowledge learnt from the unit. Every week he facilitated interesting and engaging workshop discussions that helped us to understand the content.

Recommendation

The unit lends itself to applied discussion and critical analysis of real-world strategic issues. Everyone's contribution is respected and encouraged.

Feedback from Student Evaluations

Feedback

Moodle was easy to follow in regards to what was needed each week.

Recommendation

The new Tile structure to suit access from multiple digital devices has been beneficial.

Feedback from Student Evaluations

Feedback

My only suggestion would be to discuss the workshop material in line with the actual week as was done previously. Delaying the workshop for the benefit of students reading the material the week before had no extra benefit for me.

Recommendation

It is agreed that lagging the workshop sessions to follow the week after the Lecture session was not as beneficial as intended. Reverting to discussion of topics in the scheduled week will require viewing of recorded lectures and recommended readings before attending the workshop discussion.

Feedback from Student Evaluations

Feedback

A lot of valuable supplementary material was provided which was of value as well but unable to read all of them each week. Could they be implemented within unit in another way, so as to not affect workload too much?

Recommendation

Distinguishing required reading from supplementary reading that extends the topic is important. The eReading list recommends whether a reading is essential or recommended.

Feedback from Reflection by the unit coordinator

Feedback

The presentation of strategy topics have relied too much on examples in the specified text.

Recommendation

Although these cases are authentic, the future offering of the unit should incorporate a compelling and insightful narrative, discussion of contemporary issues drawing on the lecturer's experience in the strategy field, and an examination of companies receiving current media attention. This will enable rich discussion of the frameworks and enhance student critical thinking skills.

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

Edition: 12 (2020)

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

Pearson

Harlow, UK

ISBN: 978-292-28245-9

Binding: Paperback

[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

Firew Beshah Unit Coordinator

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Malcolm Johnson Unit Coordinator

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Schedule

Week 1 - 07 Mar 2022

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	Weekly workshop requirements are provided in Moodle Groups need to be formed by Week 4. Please access the group list and put your self into a Group.

Week 2 - 14 Mar 2022

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	Weekly workshop requirements are provided in Moodle

Week 3 - 21 Mar 2022

Module/Topic	Chapter	Events and Submissions/Topic
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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	Weekly workshop requirements are provided in Moodle
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Week 4 - 28 Mar 2022

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	Weekly workshop requirements are provided in Moodle Groups for Assessment 2 need to be finalised this week.

Week 5 - 04 Apr 2022

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	Weekly workshop requirements are provided in Moodle

Vacation Week - 11 Apr 2022

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

Week 6 - 18 Apr 2022

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	Weekly workshop requirements are provided in Moodle Assessment 1 - Individual Case Analysis (Harvey Norman) Due: Week 6 Friday (22 Apr 2022) 5:00 pm AEST

Week 7 - 25 Apr 2022

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	Weekly workshop requirements are provided in Moodle

Week 8 - 02 May 2022

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	Weekly workshop requirements are provided in Moodle

Week 9 - 09 May 2022

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	Weekly workshop requirements are provided in Moodle

Week 10 - 16 May 2022

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	Weekly workshop requirements are provided in Moodle

Week 11 - 23 May 2022

Module/Topic	Chapter	Events and Submissions/Topic
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	Weekly workshop requirements are provided in Moodle
Week 12 - 30 May 2022		
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	Assessment 2 - Strategic Plan and Group Presentation (General Motors) Due: Week 12 Friday (3 June 2022) 5:00 pm AEST
Review/Exam Week - 06 Jun 2022		
Module/Topic	Chapter	Events and Submissions/Topic
Exam Week - 13 Jun 2022		
Module/Topic	Chapter	Events and Submissions/Topic

Assessment Tasks

1 Assessment 1 - Individual Case Analysis (Harvey Norman)

Assessment Type

Case Study

Task Description

Assessment Task:

This **individual assessment** involves the application of strategic management theories, concepts and tools covered in the unit to analyse the case mentioned below (a copy of which is provided in Moodle). The aim of this assessment is to evaluate your understanding of important strategic management issues from a given set of information. This will require your critical analysis 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. 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).

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

In analysing this case, please address the criteria detailed in the section below.

Submission checklist for Assessment 1:

- Formatted as Business Report
- 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

Assessment Due Date

Week 6 Friday (22 Apr 2022) 5:00 pm 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 Friday (6 May 2022)

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)

The assessment will be marked against the rubric which will be made available on the Moodle page and can be accessed from this [link](#).

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 - Strategic Plan and Group Presentation (General Motors)

Assessment Type

Presentation and Written Assessment

Task Description

Assessment Task:

This is a group assignment that involves submission of a 2500-words (+/-10%) strategic plan (in Business Report format) followed by a 15-minute student-led presentation of the report findings. 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:

Assessment 2(A): A strategic plan (30%); and

Assessment 2(B): A group presentation (30%).

Overall, Assessment 2 is about formulating a future strategic plan (maximum 2500-Words) for **General Motors Company** as it seeks to rebuild its business in an increasingly electric vehicle world.

The General Motors case is available in Moodle (see Assessment tile)

In Assessment 2(A), each group is required to write a critical and analytical strategic management plan using contemporary concepts, theories, and models. As a group, you will have to use your knowledge and understanding from the material covered in the unit, to analyse the GM case and to formulate a future strategy to rebuild its business in an increasingly electric vehicle world. This strategy may encompass various strategies (joint venture, strategic alliance, etc.) given it is a global business.

In order to demonstrate your ability to conceptualise key strategy and change management concepts and theories, you should also read beyond the materials provided in the eReading list. At a minimum, the group is required to use at least 10 (post-2010) quality academic references (Academic texts, journals, reports, books etc.) to support the analysis detailed in your strategic plan. Please be sure to follow business report format and use 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%:

- Assessment 2(A): A 2500-word strategic plan (written in business report format) uploaded through Turnitin in Moodle (30%)
- Assessment 2(B): Presentation (15 minutes maximum) PPT recorded and uploaded to Turnitin in Moodle (Exam Week) (30%)

Submission checklist for Assessment 2:

Assessment 2(A): Strategic Plan: 30%

- Format is Business Report
- 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
- Length 2500-words (+/- 10%)
- The written report should use .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.

Assessment 2(B): Presentation: 30%

- Each person in the group must present their section of the Presentation (individual mark)
- The presentation is to be recorded in PPT and uploaded to Moodle
- Length of presentation should not exceed 15-minutes
- Only the group leader needs to submit on behalf of others in the group

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 highly recommended. As already mentioned, only one person from the group is required to submit the report and presentation in Moodle.

The assessment will be marked against the rubric which will be made available on the Moodle page and can be accessed from this [LINK](#).

Assessment Due Date

Week 12 Friday (3 June 2022) 5:00 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 2(A) marking criteria:

1. Executive summary of the strategic plan (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 (7th edition) 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.

RUBRICS:

Assessment 2A will be marked against the rubric which will be made available on the Moodle page and can be accessed from this [LINK](#).

Assessment 2(B) presentation will be marked on the basis of group and individual contribution to the presentation. The marking rubric for this is provided in Moodle and can be accessed from this [LINK](#).

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