



# MGMT19128 Strategy and Change

## Term 1 - 2024

Profile information current as at 29/04/2024 06:08 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 - 2024

- 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**

The recorded lectures from Malcolm Johnson were effective / fantastic

**Recommendation**

Maintain currency of material by incorporating discussion of emerging strategic issues faced by companies in Australia

#### 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 Lecturer perspective

**Feedback**

The strategic concepts are best understood through discussion of real companies examined in the business media.

**Recommendation**

Strategic decisions reflect market conditions and competitive dynamics. It is essential that anyone taking this unit read and critically consider the business media reports throughout the Term. Workshop discussions follow the emerging issues that provide real-world relevance to strategic concepts.

## 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

**There are no required textbooks.**

#### Additional Textbook Information

Grant, R., Murray, P.A., Orr, S., Butler, B., & Bezemer, P-J., (2021) *Strategic Management Essentials* (1st Edition). John Wiley, Brisbane.

ISBN: 978070385769

Binding: eBook

### 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  
[m.n.johnson@cqu.edu.au](mailto:m.n.johnson@cqu.edu.au)

## Schedule

### Week 1 - 04 Mar 2024

| Module/Topic              | Chapter  | Events and Submissions/Topic   |
|---------------------------|--|--|
| Strategy: The big picture | Chapter 1. Grant et al. (2021).<br><b>Strategic Management Essentials.</b><br>John Wiley Australia.<br>Plus selected papers in eReading list | Weekly workshop requirements are provided in Moodle<br><b>Groups need to be formed by the end of Week 3.</b> Please access the group list and put yourself into a Group. |

### Week 2 - 11 Mar 2024

| Module/Topic  | Chapter  | Events and Submissions/Topic                        |
|---|--|---|
| Macro-environmental factors affecting organisational strategy | Chapter 2. Grant et al. (2021).<br><b>Strategic Management Essentials.</b><br>John Wiley Australia.<br>Plus selected papers in eReading list | Weekly workshop requirements are provided in Moodle |

### Week 3 - 18 Mar 2024

| Module/Topic | Chapter | Events and Submissions/Topic |
|--------------|---------|------------------------------|
|--------------|---------|------------------------------|

|                                    |  |   |
|------------------------------------|--|---|
| Capabilities and core competencies | Chapter 3. Grant et al. (2021).<br><b>Strategic Management Essentials.</b><br>John Wiley Australia.<br>Plus selected papers in eReading list | Weekly workshop requirements are provided in Moodle<br><b>Groups for Assessment 2 need to be finalised by the end of this week.</b> |
|------------------------------------|--|---|

**Week 4 - 25 Mar 2024**

| Module/Topic                                      | Chapter  | Events and Submissions/Topic                        |
|---|--|---|
| Competitive advantage: sources and sustainability | Chapter 4. Grant et al. (2021).<br><b>Strategic Management Essentials.</b><br>John Wiley Australia.<br>Plus selected papers in eReading list | Weekly workshop requirements are provided in Moodle |

**Week 5 - 01 Apr 2024**

| Module/Topic                         | Chapter  | Events and Submissions/Topic                        |
|--------------------------------------|--|---|
| Business level strategies and models | Chapter 5. Grant et al. (2021).<br><b>Strategic Management Essentials.</b><br>John Wiley Australia.<br>Plus selected papers in eReading list | Weekly workshop requirements are provided in Moodle |

**Vacation Week - 08 Apr 2024**

| Module/Topic         | Chapter              | Events and Submissions/Topic |
|----------------------|----------------------|------------------------------|
| <b>VACATION WEEK</b> | <b>VACATION WEEK</b> | <b>VACATION WEEK</b>         |

**Week 6 - 15 Apr 2024**

| Module/Topic                                    | Chapter  | Events and Submissions/Topic                        |
|---|--|---|
| Corporate strategy and modes of diversification | Chapter 6. Grant et al. (2021).<br><b>Strategic Management Essentials.</b><br>John Wiley Australia.<br>Plus selected papers in eReading list | Weekly workshop requirements are provided in Moodle |

**Week 7 - 22 Apr 2024**

| Module/Topic                                      | Chapter  | Events and Submissions/Topic  |
|---|--|---|
| Strategic alliances and strategies of cooperation | Chapter 7. Grant et al. (2021).<br><b>Strategic Management Essentials.</b><br>John Wiley Australia.<br>Plus selected papers in eReading list | Weekly workshop requirements are provided in Moodle<br><br><b>Assessment 1 - Individual Case Analysis: PwC Australia</b> Due: Week 7 Friday (26 Apr 2024) 12:00 pm AEST |

**Week 8 - 29 Apr 2024**

| Module/Topic                        | Chapter  | Events and Submissions/Topic                        |
|-------------------------------------|--|---|
| Globalisation and strategic options | Chapter 8. Grant et al. (2021).<br><b>Strategic Management Essentials.</b><br>John Wiley Australia.Plus selected papers in eReading list | Weekly workshop requirements are provided in Moodle |

**Week 9 - 06 May 2024**

| Module/Topic          | Chapter  | Events and Submissions/Topic                        |
|-----------------------|--|---|
| Evaluating strategies | Chapter 9. Grant et al. (2021).<br><b>Strategic Management Essentials.</b><br>John Wiley Australia.<br>Plus selected papers in eReading list | Weekly workshop requirements are provided in Moodle |

**Week 10 - 13 May 2024**

| Module/Topic | Chapter | Events and Submissions/Topic |
|--------------|---------|------------------------------|
|              |         |                              |

|                                 |   |   |
|---------------------------------|---|---|
| Corporate governance and ethics | Chapter 11. Grant et al. (2021).<br><b>Strategic Management Essentials.</b><br>John Wiley Australia.<br>Plus selected papers in eReading list | Weekly workshop requirements are provided in Moodle |
|---------------------------------|---|---|

#### Week 11 - 20 May 2024

| Module/Topic                    | Chapter   | Events and Submissions/Topic                        |
|---------------------------------|---|---|
| Leadership and strategic change | Chapter 10. Grant et al. (2021).<br><b>Strategic Management Essentials.</b><br>John Wiley Australia.<br>Plus selected papers in eReading list | Weekly workshop requirements are provided in Moodle |

#### Week 12 - 27 May 2024

| Module/Topic             | Chapter  | Events and Submissions/Topic   |
|--------------------------|--|--|
| The practice of strategy | Chapter 16. Whittington et al., (2019). <b>Exploring Strategy, Text and Cases</b> , 12e, Pearson.<br>Plus selected papers in eReading list | Conclusions<br><br><b>Assessment 2 - Strategic Plan and Group Presentation : Boeing Co.</b><br>Due: Week 12 Friday (31 May 2024) 12:00 pm AEST |

#### Review/Exam Week - 03 Jun 2024

| Module/Topic | Chapter | Events and Submissions/Topic |
|--------------|---------|------------------------------|
|--------------|---------|------------------------------|

#### Exam Week - 10 Jun 2024

| Module/Topic | Chapter | Events and Submissions/Topic |
|--------------|---------|------------------------------|
|--------------|---------|------------------------------|

## Assessment Tasks

### 1 Assessment 1 - Individual Case Analysis: PwC Australia

#### 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 **PwC Australia** as it seeks to recover from the aftermath of the tax scandal, breach of client confidentiality, and governance issues. The aim of this assessment is to evaluate your understanding of important strategic management issues by researching strategic management literature and publicly available information about the company and its operations. 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 the sector.

In analysing PwC Australia, please address the assessment 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)
- Formatted using 1.5 line spacing and 12 size font in Times New Roman
- Length 1500-Words (+/- 10%)
- Submissions should be made in .doc or .docx format
- Submit online through Assessment 1 submission link in Moodle



### Assessment Due Date

Week 7 Friday (26 Apr 2024) 12:00 pm AEST

Please submit using the link to Turnitin in the Assessment 1 tab in Moodle. 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 9 Friday (10 May 2024)

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

### Weighting

40%

### Assessment Criteria

1. Provide a brief review of recent events that have given cause for PwC to reconfigure its operations. (10% Marks)
2. Critically analyse the external environmental forces (PESTLE factors) influencing the firm (20% Marks)
3. Critically analyse the industry forces (Porter's five forces model) to identify the core competencies of the firm and its competitive advantages (20% Marks)
4. Identify the strategic options PwC might consider pursuing going forward (20% Marks)
5. Analyse (through value chain analysis) whether PwC's capabilities and competencies are sufficient to rebuild its presence in business services (20% Marks)
6. Business Report format with quality of written expression, effective use of paragraphs, grammar and punctuation, and correct spelling using Australian English (5% marks)
7. Referencing - Use of at least 6 peer-reviewed academic papers, including proper in-text citations and reference list using APA (7th edition) referencing style (5% 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

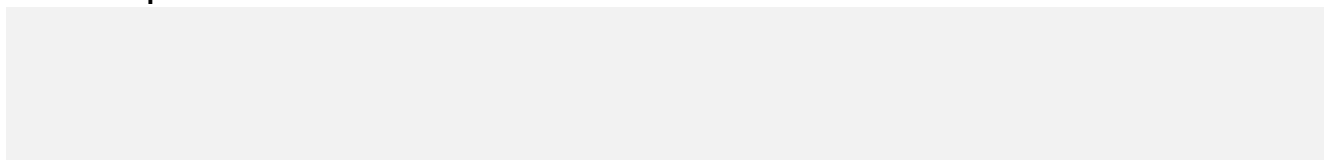
- Communication
- Problem Solving
- Critical Thinking
- Team Work
- Information Technology Competence
- Cross Cultural Competence

## 2 Assessment 2 - Strategic Plan and Group Presentation : Boeing Co.

### 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): Strategic plan (40%);

Assessment 2(B): Group presentation (15%); and

Assessment 2(C): Individual contribution to the group presentation (5%)

Overall, Assessment 2 is about formulating a future corporate strategy (maximum 2500-Words) for **Boeing Co** as it seeks to move forward from protracted concerns around safety, company culture, and share price performance.

In Assessment 2(A), each group is required to write a critical and analytical strategic 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, and review current media coverage regarding the difficulties facing the company.

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) peer-reviewed academic papers 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 Assessment Weighting 60%:

- Assessment 2(A): A 2500-word strategic plan (written in business report format) uploaded through Turnitin in Moodle (40%)
- Assessment 2(B): Presentation (15 minutes maximum) PPT recorded and uploaded to Turnitin in Moodle (Exam Week) (Group presentation 15%; individual contribution 5%).

## Submission checklist for Assessment 2:

### Assessment 2(A): Strategic Plan: 40%

- 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: Total 20%**

- Group presentation (**group mark out of 15%**)
- Each person in the group must present their section of the Presentation (**individual mark out of 5%**)
- 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 task. You need to organise a group of 3-4 members (max.) by Week 4; registration of group membership is through Moodle. The objectives of the group-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 attend lectures regularly and work on this assessment in your group in class with guidance from the local lecturer. 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 (31 May 2024) 12:00 pm AEST

Please submit all components of the assessment through Turnitin (link in Assessment 2 tab in Moodle). 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 5 July, 2024.

### **Weighting**

60%

### **Assessment Criteria**

#### **Assessment 2(A) marking criteria:**

1. Executive summary that critiques Boeing's current situation and strategic options going forward (10% marks)
2. Brief introduction of the company's current strategy and situation (10% marks)
3. Demonstrates an understanding and application of strategic management concepts for external strategic audit (15% marks)
4. Demonstrates an understanding and application of strategic management concepts for internal strategic 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. Business Report format with quality of written expression, effective use of paragraphs, grammar and punctuation, and correct spelling using Australian English (10% marks)
8. Integrate insights from at least 10 quality academic papers, including proper in-text citations, and reference list using APA (7th edition) referencing style (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 2(A) strategic plan will be marked against the rubric provided in Moodle.**

**Assessment 2(B) presentation will be marked on the basis of group (15%) and Assessment 2(C) individual (5%) contribution to the presentation. The marking rubric for both aspects of the presentation is also provided in Moodle.**

## **Referencing Style**

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

## **Submission**

Online Group

### **Submission Instructions**

This is a group submission with an individual result being provided on each person's individual contribution to the Assessment 2(B). The Strategic Plan should be submitted by the student nominated by the group to do so. The recorded PPT presentation must also be uploaded by the same student nominated by the 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