



MGMT20133 Strategic Business Management

Term 2 - 2017

Profile information current as at 03/05/2024 06:59 pm

All details in this unit profile for MGMT20133 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

Today's businesses, corporations, organisations and institutions are fundamentally oriented towards growth, development, and sustainable enterprise. These entities rely on competent managers to secure distinctive strategic capabilities under circumstances of increasing complexity and uncertainty. The challenges are not insignificant across the range of profit and not-for-profit organisations. In exploring the magnitude of such challenges, key conceptual tools, methods and techniques intrinsic to strategic business management are applied within the competitive structure of an industry or related industries across regional, national, and international contexts. Case studies, business simulations, and theoretical frameworks stimulate in-class and on-line treatment of the subject matter for the unit. If you have successfully completed the unit MGMT20112 you should not enrol in this unit.

Details

Career Level: *Postgraduate*

Unit Level: *Level 9*

Credit Points: 6

Student Contribution Band: 10

Fraction of Full-Time Student Load: 0.125

Pre-requisites or Co-requisites

Prerequisite: A minimum of 48 credit points at postgraduate level

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 - 2017

- Brisbane
- Distance
- Melbourne
- 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 Postgraduate 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. **Practical and Written Assessment**

Weighting: 30%

2. **Written Assessment**

Weighting: 30%

3. **Presentation and Written Assessment**

Weighting: 40%

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 feedback

Feedback

offer more simulation practice details

Recommendation

help video and manual attached to moodle site

Unit Learning Outcomes

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

1. critically evaluate and discuss theoretical concepts and principles of strategic business management
2. apply the tools and techniques of business thought, analysis, and evaluation to support the formulation and implementation of strategy in profit and not-for-profit organisations
3. compare and contrast key differences in professional and ethical standards, catering for cultural diversity, and environmental sustainability in strategic business management
4. evaluate the different levels of strategic business management involving authentic case studies and realistic simulations
5. integrate prior learning, knowledge, and experience through leadership and teamwork processes and demonstrate professional competencies and practices aligned to other postgraduate coursework.

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 - Practical and Written Assessment - 30%	•	•	•	•	•
2 - Written Assessment - 30%	•	•	•	•	•
3 - Presentation and Written Assessment - 40%	•	•	•	•	•

Alignment of Graduate Attributes to Learning Outcomes

Graduate Attributes	Learning Outcomes				
	1	2	3	4	5
1 - Knowledge	○	○	○	○	○
2 - Communication	○	○	○	○	○

Graduate Attributes	Learning Outcomes				
	1	2	3	4	5
3 - Cognitive, technical and creative skills		○	○	○	○
4 - Research	○	○	○	○	○
5 - Self-management				○	○
6 - Ethical and Professional Responsibility	○	○	○	○	○
7 - Leadership	○	○		○	○
8 - 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
1 - Practical and Written Assessment - 30%	○	○	○	○	○	○	○	
2 - Written Assessment - 30%	○	○	○	○	○	○	○	
3 - Presentation and Written Assessment - 40%	○	○	○	○	○	○	○	

Textbooks and Resources

Textbooks

There are no required textbooks.

Additional Textbook Information

This unit will use readings and material placed on the moodle unit site

IT Resources

You will need access to the following IT resources:

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

Referencing Style

All submissions for this unit must use the referencing style: [American Psychological Association 6th Edition \(APA 6th edition\)](#)

For further information, see the Assessment Tasks.

Teaching Contacts

David Pearson Unit Coordinator
d.h.pearson@cqu.edu.au

Schedule

Week 1 - 10 Jul 2017

Module/Topic	Chapter	Events and Submissions/Topic
Strategy, Goals, Values & Performance: - what is strategy Mission & Values Forming Groups Organizing simulation Lecture: Simulation practice RUN	To read: Introduction, View the Introductory lecture that I have prepared for you (see slides: <i>Introduction to the Simulation</i>). The unit will also include a pre-recorded introductory lecture available to all students through Moodle.	You will participate in a business simulation where you will join a team to manage a company. To succeed, you will need to consider <ul style="list-style-type: none"> • Your company profile • Your competitors' profiles • The industry • The market • Strategic choices • Funding You will be working in a management team of your fellow class mates and competing with other teams also made up of your class mates. You can edit your decisions as you go and you must choose a team leader who will sign-off the team's decisions. Group formation and introduction to the simulation

Week 2 - 17 Jul 2017

Module/Topic	Chapter	Events and Submissions/Topic
Industry Analysis & Competitive Advantage: Forces, Entry Costs, Exit Barriers- using porter's model effectively Industry & Competitive Analysis: Competitive Dynamics Analysis of Initial Situation and discussion on strategy Decision making: First decision	Reading list on moodle	

Week 3 - 24 Jul 2017

Module/Topic	Chapter	Events and Submissions/Topic
Business Resources, Capabilities & Stakeholder Analysis Using tools in strategic choice Organisation Structure, Technology & Innovation-the role marketing in strategy Competitive Advantage & Sustainability Strategic Change, Adaptation & Supply Chain Management-operations management in strategy Decision making: Second decision	Reading list on moodle	

Week 4 - 31 Jul 2017

Module/Topic	Chapter	Events and Submissions/Topic
Competitive advantage and Technology, Innovation: Value Creation & Capture Decision making: third decision Vertical Integration & Global Strategy Decision making: decision four	Reading list on moodle	assignment 1 is due Practical and Written Assessment Due: Week 4 Friday (4 Aug 2017) 5:00 pm AEST
Week 5 - 07 Aug 2017		
Module/Topic	Chapter	Events and Submissions/Topic
Global, Multinational & Diversification Strategies Decision making: fifth decision	Reading list on moodle	
Vacation Week - 14 Aug 2017		
Module/Topic	Chapter	Events and Submissions/Topic
Week 6 - 21 Aug 2017		
Module/Topic	Chapter	Events and Submissions/Topic
	Reading list on moodle	Assignment 2 is due (WEDNESDAY) Strategic Direction Team Report Due: Week 6 Wednesday (23 Aug 2017) 5:00 pm AEST
Week 7 - 28 Aug 2017		
Module/Topic	Chapter	Events and Submissions/Topic
	Reading list on moodle	
Week 8 - 04 Sep 2017		
Module/Topic	Chapter	Events and Submissions/Topic
	Reading list on moodle	
Week 9 - 11 Sep 2017		
Module/Topic	Chapter	Events and Submissions/Topic
External Growth Strategies: Mergers, Acquisitions, and Alliances Decision making: sixth decision	Reading list on moodle	
Week 10 - 18 Sep 2017		
Module/Topic	Chapter	Events and Submissions/Topic
Strategic Management Trends, Decision making: decision seven	support materials on moodle	preparation for presentations
Week 11 - 25 Sep 2017		
Module/Topic	Chapter	Events and Submissions/Topic
Final Decision Run Developing presentation		Team Report - presentation to board of directors Due: Week 11 Friday (29 Sep 2017) 5:00 pm AEST
Week 12 - 02 Oct 2017		
Module/Topic	Chapter	Events and Submissions/Topic
Unit final presentation week . All Groups-in class or flex students online		Presentations in class with slides and recording submitted on line Assignment 3 is due
Review/Exam Week - 09 Oct 2017		
Module/Topic	Chapter	Events and Submissions/Topic

Module/Topic	Chapter	Events and Submissions/Topic
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Assessment Tasks

1 Practical and Written Assessment

Assessment Type

Practical and Written Assessment

Task Description

Due week 4

30% weighting of overall grade

1000 words maximum

Assessment format and description

Team Roles -The simulation program requires you to form teams and assign roles to team members. A role must be specified for each team member. This assessment is a short report assigning roles, role description. This team is your firm and its employees. If you are doing this assignment individually you need to assume you are the firm and all the roles.

Your specified role involves interdependence within the team. As aspiring business managers your function after each simulation round is to reflect upon and critique decisions that your team has made. This first assessment will require you to negotiate and assign roles as a group and submit a document based on your process and choices. Your choice of role is to be specified from a selection elaborated in the unit assessment block.

it is important that you discuss, document and design tasks that include the following:

- meeting attendance
- levels of contribution per meeting/task
- decision making process and governance
- actions to be taken by whom
- standard of work completed by each member
- Mission and vision of your firm and organisational hierarchy.

The assignment marking criteria and rubric can be found on Moodle in the assessment block

Assessment Due Date

Week 4 Friday (4 Aug 2017) 5:00 pm AEST

Return Date to Students

Week 6 Friday (25 Aug 2017)

Weighting

30%

Assessment Criteria

The assessment criteria for this task comprise:

1. Role definition (30%)
2. Role responsibilities and minimum expectations for each role (25%)
3. Contingencies (time management, work flow, and commitment to outcomes) (25%)
4. Written communication and referencing standards (20%)

The criteria are applied in accordance with the University's assessment grading requirements which necessarily include the award of a numerical grade within a range of values specific to the categories of: FAIL, PASS, CREDIT, DISTINCTION, & HIGH DISTINCTION.

Referencing Style

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

Submission

Online Group

Learning Outcomes Assessed

- critically evaluate and discuss theoretical concepts and principles of strategic business management
- apply the tools and techniques of business thought, analysis, and evaluation to support the formulation and

- implementation of strategy in profit and not-for-profit organisations
- compare and contrast key differences in professional and ethical standards, catering for cultural diversity, and environmental sustainability in strategic business management
- evaluate the different levels of strategic business management involving authentic case studies and realistic simulations
- integrate prior learning, knowledge, and experience through leadership and teamwork processes and demonstrate professional competencies and practices aligned to other postgraduate coursework.

Graduate Attributes

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Research
- Self-management
- Ethical and Professional Responsibility
- Leadership

2 Strategic Direction Team Report

Assessment Type

Written Assessment

Task Description

This assessment relates to identifying and justifying your strategy for your firm moving forward. Word count maximum 1500 words

Developing a strategy for your firm is a key part of success in the simulation environment and in real life business operations. Your strategy will serve as your firm's "roadmap" throughout the simulation. A strategy consists of an integrated set of choices.

Most strategic plans focus on one or two such elements, often leaving large gaps in the overall strategy. Ensure you look at your strategy as a whole. You are required to consider the following elements in your assignment 2 in an environmental scan and analysis of your firm using the tools in the unit. You need to complete the following

1. analyse your simulation firm
2. use at least TWO of analytical tools to further analyse the environment
3. identify and summarise the gaps in the firm
4. build objectives for your firm and all functional areas
5. formulate a strategy for all functional areas and business level strategy
6. offer options and then decide on a recommendation for the future.

Be specific and offer your contingencies

Title page, executive summary, references, tables, figures and diagrams do not count in your word limit

Assessment Due Date

Week 6 Wednesday (23 Aug 2017) 5:00 pm AEST

Return Date to Students

Week 8 Friday (8 Sept 2017)

Weighting

30%

Assessment Criteria

The assessment criteria for this item comprises of :

1. Assessment of the internal and external market environment (20%) SWOT Porters and other tools
2. application of themes and theories related to and including the use of literature to justify strategic direction and choice using the strategic diamond (20%)
3. Application and justification of relevant strategic choice and direction for the future (20%)
4. Evaluation of constraints and limits to strategy (20%)
5. Calibre of argument and critical insight to defend or justify the decision (10%)
6. Written communication and referencing standards (10%)

The criteria are applied in accordance with the university's assessment grading requirements which necessarily include the award of a numerical grade within a range of values specific to the categories of: FAIL, PASS, CREDIT, DISTINCTION, & HIGH DISTINCTION.

Referencing Style

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

Submission

Online

Learning Outcomes Assessed

- critically evaluate and discuss theoretical concepts and principles of strategic business management
- apply the tools and techniques of business thought, analysis, and evaluation to support the formulation and implementation of strategy in profit and not-for-profit organisations
- compare and contrast key differences in professional and ethical standards, catering for cultural diversity, and environmental sustainability in strategic business management
- evaluate the different levels of strategic business management involving authentic case studies and realistic simulations
- integrate prior learning, knowledge, and experience through leadership and teamwork processes and demonstrate professional competencies and practices aligned to other postgraduate coursework.

Graduate Attributes

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Research
- Self-management
- Ethical and Professional Responsibility
- Leadership

3 Team Report - presentation to board of directors

Assessment Type

Presentation and Written Assessment

Task Description

Weighting 40 % of total grade. Due date of presentation in final class session and then submitted copy to moodle

This assessment comprises a presentation to the board of directors, a written set of slides and narrative

Approximately 15 minute presentation 15 slides, a narrative of script notes/or recorded presentation

The strategic presentation the entire simulation. A key aspect of each business management decision is evaluation.

Marks are awarded based on your team's ability to discuss, assess, and critique the management decisions

Success with this assessment is contingent upon team members interacting at peer-to-peer level, and applying concepts and theories and principal sources to demonstrate applied strategic thinking from both theoretical and practical perspectives.

You must be prepared to defend your decision based on your best assessment of the circumstances.

Careful consideration of concepts and theory covered in the unit. Make use of the source materials to succeed in submitting a concise but coherent team report by the due date.

Further details and guidance available in Moodle assessment block

Assessment Due Date

Week 11 Friday (29 Sept 2017) 5:00 pm AEST

Class presentations will be held from week 11 , online students will submit a presentation online

Return Date to Students

Exam Week Friday (20 Oct 2017)

grades will be awarded with final grade

Weighting

40%

Assessment Criteria

The assessment criteria for this item comprise:

1. Interpretation and analysis of problem specific to all rounds(15%)
2. Critique of content; use of literature (15%)
3. Application of relevant strategy ethical standard, concepts, and frameworks (15%)
4. Evaluation of constraints and limits to strategy (20%)
5. Calibre of argument and critical insight to defend or justify the decision (20%)
6. Written communication and referencing standards (15%)

The criteria are applied in accordance with the university's assessment grading requirements which necessarily include the award of a numerical grade within a range of values specific to the categories of: FAIL, PASS, CREDIT, DISTINCTION, & HIGH DISTINCTION.

Referencing Style

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

Submission

Online

Learning Outcomes Assessed

- critically evaluate and discuss theoretical concepts and principles of strategic business management
- apply the tools and techniques of business thought, analysis, and evaluation to support the formulation and implementation of strategy in profit and not-for-profit organisations
- compare and contrast key differences in professional and ethical standards, catering for cultural diversity, and environmental sustainability in strategic business management
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Graduate Attributes

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Research
- Self-management
- Ethical and Professional Responsibility
- Leadership

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