



MGMT20133 Strategic Business Management

Term 3 - 2017

Profile information current as at 17/05/2024 10:11 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 3 - 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](#).

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

 N/A Level	 Introductory Level	 Intermediate Level	 Graduate Level	 Professional Level	 Advanced Level
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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	○	○	○	○	○
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 unit's Moodle 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

Stephanie Macht Unit Coordinator
s.macht@cqu.edu.au

Schedule

Module 1: Introduction to Strategy - 06 Nov 2017

Module/Topic	Chapter	Events and Submissions/Topic
Strategy, Goals, Mission, Values & Performance Forming Groups Organizing the simulation	Familiarise yourself with the ENTIRE Moodle site and the documents relating to Module 1. There is no prescribed textbook for this unit. The Moodle site contains key documents relating to each module, alongside recommendations for additional reading (independent study).	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

Module 2: Industry and Competition - 13 Nov 2017

Module/Topic	Chapter	Events and Submissions/Topic
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Industry Analysis, Competitive Dynamics & Competitive Advantage: Forces, Entry Costs, Exit Barriers - using Porter's model effectively

The Moodle site contains key documents relating to each module, alongside recommendations for additional reading (independent study).

Analysis of initial situation and discussion on strategy

Module 3: Resources, Capabilities and Strategic Tools - 20 Nov 2017

Module/Topic	Chapter	Events and Submissions/Topic
Using tools in strategic choice: Business Resources, Capabilities & Stakeholder Analysis	The Moodle site contains key documents relating to each module, alongside recommendations for additional reading (independent study).	Decision making in the simulation: First decision

Module 4: Competitive Advantage - 27 Nov 2017

Module/Topic	Chapter	Events and Submissions/Topic
Competitive Advantage: Operations, Marketing, Technology & Innovation	The Moodle site contains key documents relating to each module, alongside recommendations for additional reading (independent study).	Decision making in the simulation: Second decision Team roles and responsibilities Due: Week 4 Friday (1 Dec 2017) 11:59 am AEST

Vacation Week - 04 Dec 2017

Module/Topic	Chapter	Events and Submissions/Topic
No modules this week - use this time to catch up on reading and other independent study activities.		

Module 5: Vertical Integration & Value Chains - 11 Dec 2017

Module/Topic	Chapter	Events and Submissions/Topic
Vertical Integration & Value Chains: Value Creation & Capture	The Moodle site contains key documents relating to each module, alongside recommendations for additional reading (independent study).	Decision making in the simulation: Third decision

Module 6: International, Global & Multinational Strategies - 18 Dec 2017

Module/Topic	Chapter	Events and Submissions/Topic
International, Global & Multinational Strategies	The Moodle site contains key documents relating to each module, alongside recommendations for additional reading (independent study).	Decision making in the simulation: Fourth decision

Module 7: Diversification Strategies - 01 Jan 2018

Module/Topic	Chapter	Events and Submissions/Topic
Diversification Strategies	The Moodle site contains key documents relating to each module, alongside recommendations for additional reading (independent study).	Decision making in the simulation: Fifth decision Strategic Direction Team Report Due: Week 7 Friday (5 Jan 2018) 11:45 am AEST

Module 8: External Growth Strategies - 08 Jan 2018

Module/Topic	Chapter	Events and Submissions/Topic
External Growth Strategies: Mergers, Acquisitions, and Alliances	The Moodle site contains key documents relating to each module, alongside recommendations for additional reading (independent study).	Decision making in the simulation: Sixth decision

Module 9: Culture and Strategy - 15 Jan 2018

Module/Topic	Chapter	Events and Submissions/Topic
Organisational culture, strategic drift & cultural analysis	The Moodle site contains key documents relating to each module, alongside recommendations for additional reading (independent study).	Decision making in the simulation: Seventh decision
Module 10: Strategic Management Trends - 22 Jan 2018		
Module/Topic	Chapter	Events and Submissions/Topic
Strategic Management Trends	The Moodle site contains key documents relating to each module, alongside recommendations for additional reading (independent study).	Decision making in the simulation: Final decision
Week 11: Assessed Presentations - 29 Jan 2018		
Module/Topic	Chapter	Events and Submissions/Topic
Developing assessed presentation or first round of presentations (depending on student numbers)	The Moodle site contains key documents relating to each module, alongside recommendations for additional reading (independent study).	Work on assignment 3.
Week 12: Assessed Presentations - 05 Feb 2018		
Module/Topic	Chapter	Events and Submissions/Topic
Assessed presentations	The Moodle site contains key documents relating to each module, alongside recommendations for additional reading (independent study).	Assignment 3 is due Team Report - presentation to board of directors Due: Week 12 Friday (9 Feb 2018) 11:45 am AEST

Term Specific Information

Assessment Tasks

1 Team roles and responsibilities

Assessment Type

Practical and Written Assessment

Task Description

Group assignment - Students are to SELF-SELECT into groups of 3-4.

Submission of assignment 1: Due in 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 and providing role descriptions. 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 in Moodle.

Assessment Due Date

Week 4 Friday (1 Dec 2017) 11:59 am AEST

Word document via Moodle.

Return Date to Students

Marks and Feedback will be available in Moodle within 10 business days (excluding university vacation).

Weighting

30%

Assessment Criteria

The assessment criteria for this task comprise:

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

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.

See Moodle for more detailed assessment rubric. Late submission and academic misconduct penalties apply as per the university regulations.

As Masters students you are required to engage in research as per the Australia Quality Framework (AQF) guidelines. Two specific requirements need to be considered. Students need to demonstrate "a body of knowledge that includes the understanding of recent developments in a discipline and/or area of professional practice, and demonstrate "knowledge of research principles and methods applicable to a field of work and/or learning".

Each unit in your course has a number of required weekly readings in terms of academic texts, journals and business publications that represent the appropriate body of knowledge and recent developments referred to by the AQF. In order to demonstrate the ability to engage in appropriate research, students should read and utilise these texts and journals and publications, and as Masters students, indicate a willingness to research beyond this minimum standard through additional texts, journals and studies that demonstrate an ability to engage in independent research.

Students should ensure that they understand the specific research that is required for each assessment piece and recognise that if they meet this minimum requirement, you will receive the minimum grade for demonstrated research. Your attention is drawn to the University's stated position on plagiarism. THE WORK OF OTHERS, WHICH IS INCLUDED IN THE ASSIGNMENT MUST BE ATTRIBUTED TO ITS SOURCE.

Referencing Style

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

Submission

Online Group

Submission Instructions

Word document via Moodle.

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

Group assignment - you are still working in the same group as for assignment 1.

Submission of assignment 2: Due in week 7

30% weighting of overall grade

1500 words maximum (excluding preliminaries, references, appendices and tables/diagrams)

This assessment relates to identifying and justifying your strategy for your firm moving forward.

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 discussed 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.

Assessment Due Date

Week 7 Friday (5 Jan 2018) 11:45 am AEST

Word document via Moodle

Return Date to Students

Marks and Feedback will be available in Moodle within 10 business days (excluding university vacation).

Weighting

30%

Assessment Criteria

The assessment criteria for this item comprise of:

1. Internal and external environment analysis with the help of relevant tools
2. Application of themes and theories related to and including the use of literature to justify strategic direction and choice
3. Application and justification of relevant strategic choice and direction for the future
4. Evaluation of constraints and limits to strategy
5. Calibre of argument and critical insight to defend or justify the decision
6. Written communication and referencing standards

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.

See Moodle for more detailed assessment rubric. Late submission and academic misconduct penalties apply as per the university regulations.

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Each unit in your course has a number of required weekly readings in terms of academic texts, journals and business publications that represent the appropriate body of knowledge and recent developments referred to by the AQF. In order to demonstrate the ability to engage in appropriate research, students should read and utilise these texts and journals and publications, and as Masters students, indicate a willingness to research beyond this minimum standard through additional texts, journals and studies that demonstrate an ability to engage in independent research. Students should ensure that they understand the specific research that is required for each assessment piece and recognise that if they meet this minimum requirement, you will receive the minimum grade for demonstrated research. Your attention is drawn to the University's stated position on plagiarism. THE WORK OF OTHERS, WHICH IS INCLUDED IN THE ASSIGNMENT MUST BE ATTRIBUTED TO ITS SOURCE.

Referencing Style

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

Submission

Online Group

Submission Instructions

Word document via Moodle.

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

Group assignment - you are still working in the same group as for assessments 1 and 2.

Submission of assignment 3: Due in week 12

40% weighting of overall grade

Report: 2000 words maximum (excluding preliminaries, references, appendices, tables and diagrams)

Presentation: 15 slides maximum (excluding title slide and references); 13-15 minutes per group

This assessment comprises a presentation to the board of directors, as well as a concise written report.

The strategic presentation and report are required to cover 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 you have taken each week.

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. Further details and guidance are available in Moodle.

On-campus students will present in-class at the end of the term. Depending on student numbers, presentations will take place in week 12 or in weeks 11 and 12. A printed copy of the slides needs to be brought to class for the tutor. Subsequently, slides and written report need to be submitted via Moodle.

Distance students will also submit their slides and written report via Moodle. You can either choose to do a live presentation to the unit co-ordinator (e.g. using video conferencing software) or you can choose to record your

presentation (with talking head - voiceover is not enough) and submit it as a video file or YouTube link alongside your slides and report.

Assessment Due Date

Week 12 Friday (9 Feb 2018) 11:45 am AEST

On-campus students will present in class in week 12 or weeks 11 and 12; a printed copy of the slides must be provided to the tutor. Electronic submission of slides and report via Moodle. Distance students will submit slides and report via Moodle - presentations will be live via videoconferencing or recorded and submitted online.

Return Date to Students

Marks and Feedback will be available in Moodle on Certification Date.

Weighting

40%

Assessment Criteria

The assessment criteria for this item comprise:

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

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.

See Moodle for more detailed assessment rubric. Late submission and academic misconduct penalties apply as per the university regulations.

As Masters students you are required to engage in research as per the Australia Quality Framework (AQF) guidelines. Two specific requirements need to be considered. Students need to demonstrate "a body of knowledge that includes the understanding of recent developments in a discipline and/or area of professional practice, and demonstrate "knowledge of research principles and methods applicable to a field of work and/or learning".

Each unit in your course has a number of required weekly readings in terms of academic texts, journals and business publications that represent the appropriate body of knowledge and recent developments referred to by the AQF. In order to demonstrate the ability to engage in appropriate research, students should read and utilise these texts and journals and publications, and as Masters students, indicate a willingness to research beyond this minimum standard through additional texts, journals and studies that demonstrate an ability to engage in independent research.

Students should insure that they understand the specific research that is required for each assessment piece and recognise that if they meet this minimum requirement, you will receive the minimum grade for demonstrated research. Your attention is drawn to the University's stated position on plagiarism. THE WORK OF OTHERS, WHICH IS INCLUDED IN THE ASSIGNMENT MUST BE ATTRIBUTED TO ITS SOURCE.

Referencing Style

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

Submission

Online Group

Submission Instructions

On-campus students will present in class in week 12 or weeks 11 and 12; a printed copy of the slides must be provided to the tutor. Electronic submission of slides and report via Moodle. Distance students will submit slides and report via Moodle - presentations will be live via videoconferencing or recorded and submitted 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
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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