



MGMT20133 Strategic Business Management and Change

Term 2 - 2018

Profile information current as at 03/05/2024 08:02 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

Contemporary businesses and organisations are fundamentally oriented towards growth, development and sustainable enterprise. Strategic management and change is key to the organisations competitive positioning in global context. As a capstone unit you will integrate previous functional and interpersonal knowledge and skills acquired in previous units of the MBA. You will examine strategic management processes in different kinds of organisations. You will analyse how organisations develop future strategies which are informed by internal and external pressures. By examining the challenges facing contemporary businesses, you will examine how strategic management is used to implement change in organisations. Workplace case studies will be used to demonstrate the extent to which strategy and change is managed effectively with positive outcomes.

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 from MBA units.

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 - 2018

- Distance
- Melbourne

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).

Residential Schools

This unit has a Optional Residential School for distance mode students and the details are:

Click here to see your [Residential School Timetable](#).

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 and change
2. Research and apply the tools and techniques of business thought, analysis, and evaluation to support the formulation and implementation of strategy in different kinds of organisations
3. Critically evaluate challenges facing contemporary businesses and strategies used to implement change
4. Analyse the chosen strategy and change agenda to assess its effectiveness on business performance
5. Examine the extent to which organisational strategy and change has impact on future business sustainability.

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

Quamrul Alam Unit Coordinator
q.alam@cqu.edu.au

Schedule

Module 1: Introduction to Strategic Management and Planning - 09 Jul 2018

Module/Topic	Chapter	Events and Submissions/Topic
Shifts in 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: Core Concepts and Analytical Tools - 16 Jul 2018

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

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

Analysis of company's initial situation and discussion on exiting strategies

Module 3: Resources, Capabilities and Strategic Tools - 23 Jul 2018

Module/Topic	Chapter	Events and Submissions/Topic
Internal Analysis of Businesses 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).	Identify the limitations and the resource constrains that you need to make decision using the simulation: First decision

Module 4: Competitive Strategies and Advantage - 30 Jul 2018

Module/Topic	Chapter	Events and Submissions/Topic
Competitive Strategies and Advantages of Each Strategy Approach: Resources, Operations, Marketing, Technology & Innovation	The Moodle site contains key documents relating to each strategies useful to use in module, alongside recommendations for additional reading (independent study).	Assignment one is due. Decision making in the simulation: Second decision

Module 5: Strategy Options & Value Chains - 06 Aug 2018

Module/Topic	Chapter	Events and Submissions/Topic
Strategy Options and 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

Vacation Week - 13 Aug 2018

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 6: Strategies for Competing in the International Markets - 20 Aug 2018

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: Corporate Strategies - 27 Aug 2018

Module/Topic	Chapter	Events and Submissions/Topic
Diversification Strategies, Integration Strategies	The Moodle site contains key documents relating to each module, alongside recommendations for additional reading (independent study).	Assignment two is due Decision making in the simulation: Fifth decision Strategic Direction Team Report Due: Week 7 Monday (27 Aug 2018) 11:59 am AEST

Module 8: External Growth Strategies - 03 Sep 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: Corporate Culture, Leadership and Strategy - 10 Sep 2018

Module/Topic	Chapter	Events and Submissions/Topic
Key features of corporate culture, strategic fit between culture and strategy, leadership and culture, leadership and strategy	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: Building Strategic Management Capability for Strategy Execution - 17 Sep 2018

Module/Topic	Chapter	Events and Submissions/Topic
Building organisational capability to execute strategies.	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 - 24 Sep 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 three.

Week 12: Assessed Presentations - 01 Oct 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 three is due Team Report - presentation to board of directors Due: Week 12 Monday (1 Oct 2018) 11:59 pm AEST

Review/Exam Week - 08 Oct 2018

Module/Topic	Chapter	Events and Submissions/Topic
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Exam Week - 15 Oct 2018

Module/Topic	Chapter	Events and Submissions/Topic
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- 22 Oct 2018

Module/Topic	Chapter	Events and Submissions/Topic
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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

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 and change
- Critically evaluate challenges facing contemporary businesses and strategies used to implement change
- Examine the extent to which organisational strategy and change has impact on future business sustainability.

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 Monday (27 Aug 2018) 11:59 am AEST

Word document via Moodle

Return Date to Students

Week 9 Monday (10 Sept 2018)

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. The use of between 12-16 quality academic references (Academic texts, journals, etc.)
7. A professionally written business report using APA referencing style

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 and change
- Research and apply the tools and techniques of business thought, analysis, and evaluation to support the formulation and implementation of strategy in different kinds of organisations
- Analyse the chosen strategy and change agenda to assess its effectiveness on business performance

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 provided to class facilitator prior to the presentation. 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 Monday (1 Oct 2018) 11:59 pm 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

Exam Week Monday (15 Oct 2018)

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. The use of between 12-16 quality academic references (Academic texts, journals, etc.)
7. A professionally prepared and delivered presentation and a written business report using APA referencing style

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 challenges facing contemporary businesses and strategies used to implement change
- Examine the extent to which organisational strategy and change has impact on future business sustainability.

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