



# MGMT20144 Management and Business Context

## Term 2 - 2017

Profile information current as at 20/04/2024 11:53 pm

All details in this unit profile for MGMT20144 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

This unit offers a series of seminars and workshops that will provide foundation skills and knowledge in contemporary business issues, and organisational and business practices. You will have the opportunity to develop business skills, gain knowledge of various business contexts, and examine the functions of a diverse range of organisations. You will assess the impact of environmental forces on organisations, examine risks confronting the organisation and discuss the practices adopted to overcome these, including innovation, e-commerce, knowledge management, and globalisation. The unit will enable you to engage in discussions about the governance options for different types of organisations and discuss the contemporary processes of regionalisation, emerging new world markets, global governance and globalisation. This foundation unit will develop your business skills for potential future business consulting, and your management skills for organisational management roles.

### Details

Career Level: *Postgraduate*

Unit Level: *Level 8*

Credit Points: 6

Student Contribution Band: 10

Fraction of Full-Time Student Load: 0.125

### Pre-requisites or Co-requisites

There are no requisites for this unit.

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. **Essay**

Weighting: 30%

2. **Group Work**

Weighting: 30%

3. **Examination**

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 Have Your Say

##### Feedback

One student commented an area for improvement was "Instead of looking at YouTube videos, it would be better if we actually went through industrial case studies and look at the problems and how they resolved those in person. I think this would be beneficial."

##### Recommendation

Review the unit learning resources and add case studies where appropriate.

#### Feedback from Have Your Say

##### Feedback

Assessment Return could be improved.

##### Recommendation

Ensure students understand the processes and return times for assessment and reasons for non-return of assessment due to grades processing.

## Unit Learning Outcomes

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

1. Analyse the range of environmental forces, organisational structures, functions, governance and legal requirements of firms and the impact on businesses
2. Discuss the contemporary issues impacting organisations including risk, innovation, knowledge management, e-commerce and the impact on businesses
3. Investigate the cross cultural and diversity issues affecting the management of people and organisations
4. Examine the impact of regionalisation and globalisation on businesses
5. Recommend solutions to contemporary challenges facing businesses.

## 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 - Essay - 30%	•	•			•
2 - Group Work - 30%			•	•	•
3 - Examination - 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 - Essay - 30%	○	○		○		○		
2 - Group Work - 30%	○	○	○	○	○	○	○	
3 - Examination - 40%	○	○			○	○		

## Textbooks and Resources

### Textbooks

**There are no required textbooks.**

#### Additional Textbook Information

There is no compulsory prescribed textbook for this unit; instead, prescribed weekly reading material will be available in Moodle. However, in order to expand your knowledge and improve your success chances in this unit, it is important you carry out independent study and additional reading. Please find below a selection of recommended books, some of which you should peruse:

- Burrow, J. L., Kleindl, B., & Becraft, M. B. (2016). *Business Management*. United States: Cengage.
- Hill, C. W., & Hutt, G. T. M. (2016). *Global Business Today (9th ed.)*. New York, USA: McGraw-Hill.
- Hill, C. W. (2015). *International Business: Competing in the Global Marketplace (10th ed.)*. New York, USA: McGraw-Hill.
- Palmer, A. & Hartley, B. (2011). *The Business Environment (7th ed.)*. Maidenhead: McGraw-Hill.
- Solomon, M. R., Poatsy, M., & Martin, K. (2015). *Better Business (4th ed.)*. USA: Pearson Higher Education.
- Worthington, I. (2014). *The Business Environment (7th ed.)*. United Kingdom: Pearson.

### 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

**Laura Baker** Unit Coordinator  
[l.e.baker@cqu.edu.au](mailto:l.e.baker@cqu.edu.au)

## Schedule

### Week 1 - 10 Jul 2017

Module/Topic	Chapter	Events and Submissions/Topic
<b>Introduction to the unit</b> Details of Assessment tasks Expectation of student engagement Details of Moodle site and resources available Formation of groups		
<b>Topic 1: The emergence of the organisation</b>	For recommended Texts, Journal readings and video information, refer to the Moodle site.	

### Week 2 - 17 Jul 2017

Module/Topic	Chapter	Events and Submissions/Topic
<b>Topic 2: The impact of environmental forces on organisations</b>	For recommended Texts, Journal readings and video information, refer to the Moodle site.	

### Week 3 - 24 Jul 2017

Module/Topic	Chapter	Events and Submissions/Topic
<b><u>Topic 3: Risks confronting the firm</u></b>	For recommended Texts, Journal readings and video information, refer to the Moodle site.	
<b>Week 4 - 31 Jul 2017</b>		
Module/Topic	Chapter	Events and Submissions/Topic
<b><u>Topic 4: Organisation and business practices</u></b>	For recommended Texts, Journal readings and video information, refer to the Moodle site.	
<b>Week 5 - 07 Aug 2017</b>		
Module/Topic	Chapter	Events and Submissions/Topic
<b><u>Topic 5: The functions of a diverse range of firms</u></b>	For recommended Texts, Journal readings and video information, refer to the Moodle site.	<b>Assessment Item 1 - Management and Business Context Essay Part A:</b> Due 11:45pm, Friday 11 August, 2017 (AEST)
<b>Vacation Week - 14 Aug 2017</b>		
Module/Topic	Chapter	Events and Submissions/Topic
<b>Week 6 - 21 Aug 2017</b>		
Module/Topic	Chapter	Events and Submissions/Topic
<b><u>Topic 6: Governance options for different types of organisations</u></b>	For recommended Texts, Journal readings and video information, refer to the Moodle site.	
<b>Week 7 - 28 Aug 2017</b>		
Module/Topic	Chapter	Events and Submissions/Topic
<b><u>Topic 7: Innovation and Entrepreneurship</u></b>	For recommended Texts, Journal readings and video information, refer to the Moodle site.	
<b>Week 8 - 04 Sep 2017</b>		
Module/Topic	Chapter	Events and Submissions/Topic
<b><u>Topic 8: Knowledge management and eCommerce</u></b>	For recommended Texts, Journal readings and video information, refer to the Moodle site.	<b>Assessment Item 1 - Management and Business Context Essay Part B:</b> Due 11:45pm, Friday 8 September, 2017 (AEST)
<b>Week 9 - 11 Sep 2017</b>		
Module/Topic	Chapter	Events and Submissions/Topic
<b><u>Topic 9: Contemporary processes of regionalisation</u></b>	For recommended Texts, Journal readings and video information, refer to the Moodle site.	
<b>Week 10 - 18 Sep 2017</b>		
Module/Topic	Chapter	Events and Submissions/Topic
<b><u>Topic 10: Globalisation and emerging new world markets</u></b>		
<b>Week 11 - 25 Sep 2017</b>		
Module/Topic	Chapter	Events and Submissions/Topic
<b><u>Topic 11: Issues related to cross cultural and international management</u></b>	For recommended Texts, Journal readings and video information, refer to the Moodle site.	
<b>Week 12 - 02 Oct 2017</b>		
Module/Topic	Chapter	Events and Submissions/Topic

## Assessment Item 2 - Group work organisational analysis presentation

### Examination preparation and unit review

**Group Work - Organisational Analysis Presentation** Due: Week 12 Monday (2 Oct 2017) 11:45 pm AEST

#### Review/Exam Week - 09 Oct 2017

Module/Topic	Chapter	Events and Submissions/Topic
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#### Exam Week - 16 Oct 2017

Module/Topic	Chapter	Events and Submissions/Topic
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## Assessment Tasks

### 1 Management and Business Context Essay

#### Assessment Type

Essay

#### Task Description

##### Objective

A business organisation is an individual or group of people that collaborate to achieve certain commercial goals. Some business organisations are formed to earn income for owners. Other business organisations, called nonprofits, are formed for public purposes. This is an individual assessment task in which you will examine critical issues related to business and management contexts. The objective is to gain greater understanding of the contextual factors internal and external to a business that impact on a business organisation and its decision making.

##### Task

**Part A:** Due Week 5 - 11:45pm Friday 11 August, 2017 (AEST)

Identify a 'hypothetical' business opportunity that if you had the funds, time and drive you would pursue as a business start-up. This could be an idea you believe has the potential to become a business for you to own and grow. Provide a brief description of your organisation: its size, the industry and country/countries in which it will operate, the strategy and vision that it will adopt. Using information from Topics 1-5 on the Moodle site:

- Describe the organisational structure that best suits your new business start-up.
- Discuss the external and internal environmental forces that will impact your business organisation.
- Analyse the risks that will confront your business organisation.
- Describe the business practices that you will adopt to enhance organisational performance.
- Discuss the most important functions within your business organisation and how these relate to its performance.

The format of the assessment is an essay of 1500 words (+/-10%), 15 marks.

**Part B:** Due Week 8 - 11:45pm Friday 8 September, 2017 (AEST)

Extending on Part A, select one of the following contextual factors. Using information from Topics 6-8 on the Moodle site provide an overview of the contextual factor and assess how you would utilise it to enhance the business practice of your organisation or business.

- Governance and legal requirements OR
- Innovation and Entrepreneurship OR
- Knowledge Management and eCommerce

The format of the assessment is an essay of 1500 words (+/-10%), 15 marks.

#### Assessment Due Date

This assessment has 2 parts and each part is submitted separately on different dates as indicated in the unit schedule. All assignments must be submitted through the Moodle unit website. No email submissions will be accepted. Please contact TaSAC if you have difficulty accessing the Moodle site.

## Return Date to Students

Week 10 Friday (22 Sept 2017)

Part A will be returned to students on Friday 25 August. Please be aware that this is an estimated date only.

Assessment marks will be returned after marking and moderation processes are completed. Sometimes factors beyond our control affect the timeliness of marking and feedback. Where this occurs students will be notified via the unit Moodle site.

## Weighting

30%

## Assessment Criteria

**A marking rubric expanding on the criteria below will be provided on Moodle.**

### Assessment Criteria - Part A and Part B

Students are to demonstrate knowledge of the subject matter by:

- Defining key terms and utilising the theories and concepts presented in Topics 1-5 or Topics 6-8 (8 marks).
- Explaining major internal and external contextual factors and how they affect business structures and strategy (8 marks).
- Explaining major internal and external contextual factors and how they affect business decision making (7 marks).
- Demonstrating a breadth and quality of research by using a minimum of 12-16 academic sources (3 marks).
- Correctly using the APA referencing system to cite academic sources in-text and in the reference list (2 marks).
- Correctly using the essay structure and using appropriate conventions of academic writing (2 marks).

These are the minimum requirements. Students should note that satisfactorily meeting the minimum requirements will typically result in the minimum pass grade being awarded.

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. 1. 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 2. Students must demonstrate "knowledge of research principles and methods applicable to a field of work and/or learning".

Each unit in the MBA 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. As Masters students you are expected to research beyond this minimum standard through additional texts, journals and studies to demonstrate an ability to engage in independent 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 (a full list of references must be submitted as part of the assessment).

## Referencing Style

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

## Submission

Online

## Submission Instructions

The assessment must only be submitted via the unit Moodle site, emailed assignments will not be accepted.

## Learning Outcomes Assessed

- Analyse the range of environmental forces, organisational structures, functions, governance and legal requirements of firms and the impact on businesses
- Discuss the contemporary issues impacting organisations including risk, innovation, knowledge management, e-commerce and the impact on businesses
- Recommend solutions to contemporary challenges facing businesses.

## Graduate Attributes

- Knowledge
- Communication
- Research
- Ethical and Professional Responsibility

## 2 Group Work - Organisational Analysis Presentation

### Assessment Type

Group Work

## **Task Description**

### **Objective**

This is a group assignment that provides students the opportunity to demonstrate their understanding of management and business contextual theories, concept and models through the analysis of an existing business organisation. The assignment requires you to analyse the current situation and suggest practical and probable solutions to improve organisational performance. The secondary purpose of this assignment is to give you the opportunity to collaboratively apply your research, analysis, critical thinking and oral communication skills, particularly the ability to present a business analysis.

### **Task**

You must be enrolled in a specific campus tutorial group by the end of week 3, no changes to tutorial groups will be allowed. Groups of 3-4 students will be formed during tutorial classes in Week 4; these groups must be recorded on the unit Moodle site. Groups will be provided with information about a specific contextual factor from Topics 9-11 relevant to an existing business organisation. A minimum of 12-16 academic sources must be used to further research and investigate the business organisation and contextual factor. You are to assess the impact of the contextual factor, identify the critical issues and generate a series of appropriate recommendations that will enhance the performance of the specific business organisation.

The contextual factors that will be examined in the report are:

- Regional Economic Issues OR
- Globalisation OR
- Cross Cultural Management

This is a group task that requires you to record a formal presentation of not more than 20 minutes in length. The presentation should consist of referenced slides that are narrated; the viewer should be able to see each presenter as well as the slide content. Both the PowerPoint slides, a reference list and the recorded presentation are to be uploaded to Moodle. There is no other written component to this assessment item. You should adopt the perspective of a group of professional consultants providing strategic advice to the CEO, manager or Board of Directors of the business organisation.

### **Assessment Due Date**

Week 12 Monday (2 Oct 2017) 11:45 pm AEST

All assignments must be submitted through the Moodle unit website. No email submissions will be accepted. Please contact TaSAC if you have difficulty accessing the Moodle site.

### **Return Date to Students**

Review/Exam Week Wednesday (11 Oct 2017)

Please be aware that this is an estimated date only. Assessment marks will be returned after marking and moderation processes are completed. Sometimes factors beyond our control affect the timeliness of marking and feedback. Where this occurs students will be notified via the unit Moodle site.

### **Weighting**

30%

### **Assessment Criteria**

**A marking rubric expanding on the criteria below will be provided on Moodle.**

Students are to demonstrate knowledge of the subject matter by:

- Defining relevant terms, theories and concepts presented in Topic 9-11 (5 marks).
- Utilising the specific contextual factor, explaining key details and assessing its impact on the relevant business organisation (5 marks)
- Displaying an ability to develop appropriate recommendations to improve the performance of the business organisation (5 marks).
- Developing a concise and structured presentation with introduction, main presentation, conclusion and recommendations (5 marks).
- Effectively using audio visual and verbal communication delivered within the allocated time to expected professional standards (5 marks)
- Demonstrating a breadth and quality of research by using a minimum of 12-16 academic sources referenced in the APA style (2 marks).
- Collaborating and working effectively as a member of a team (3 marks).

These are the minimum requirements. Students should note that satisfactorily meeting the minimum requirements will typically result in the minimum pass grade being awarded.

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. 1. 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 2. Students must demonstrate "knowledge of research principles and methods applicable to a field of work and/or learning".

Each unit in the MBA 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. As Masters students you are expected to research beyond this minimum standard through additional texts, journals and studies to demonstrate an ability to engage in independent 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 (a full list of references must be submitted as part of the assessment).

### **Referencing Style**

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

### **Submission**

Online Group

### **Submission Instructions**

One professional business presentation with PowerPoints and reference list is to be submitted per group.

### **Learning Outcomes Assessed**

- Investigate the cross cultural and diversity issues affecting the management of people and organisations
- Examine the impact of regionalisation and globalisation on businesses
- Recommend solutions to contemporary challenges facing businesses.

### **Graduate Attributes**

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

## **Examination**

### **Outline**

Complete an invigilated examination.

### **Date**

During the examination period at a CQUniversity examination centre.

### **Weighting**

40%

### **Length**

180 minutes

### **Exam Conditions**

Closed Book.

### **Materials**

No calculators permitted

Dictionary - non-electronic, concise, direct translation only (dictionary must not contain any notes or comments).

## 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