



MGMT20144 *Management and Business Context*

Term 1 - 2019

Profile information current as at 14/12/2025 05:10 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 lectures and tutorials 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 cross-cultural management. 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 1 - 2019

- Brisbane
- Melbourne
- Online
- Sydney

Attendance Requirements

All on-campus students are expected to attend scheduled classes – in some units, these classes are identified as a mandatory (pass/fail) component and attendance is compulsory. International students, on a student visa, must maintain a full time study load and meet both attendance and academic progress requirements in each study period (satisfactory attendance for International students is defined as maintaining at least an 80% attendance record).

Website

[This unit has a website, within the Moodle system, which is available two weeks before the start of term. It is important that you visit your Moodle site throughout the term. Please visit Moodle for more information.](#)

Class and Assessment Overview

Recommended Student Time Commitment

Each 6-credit 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. **Written Assessment**

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

Update the materials on Moodle as some of the material is quite old.

Recommendation

Review all lecture and tutorial material, journal articles, videos, podcasts, and topic content for currency and update where necessary.

Feedback from Have Your Say

Feedback

There should be a textbook or more content material provided for students.

Recommendation

Explore the opportunity to have a textbook specially designed for this unit. With a large cohort of students publishers will often compile chapters from other texts into one book for a specific unit.

Feedback from Have Your Say

Feedback

Conduct presentations during tutorial times only to leave lectures free for delivery of content by lecturers.

Recommendation

Consider condensing the content from 11 topics to 10 topics that are delivered in the first 10 weeks of the term. This will leave all of weeks 11 and 12 for student presentations.

Unit Learning Outcomes

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

1. Critically analyse the impact of a range of internal and external contextual factors on the performance and decision making of organisations
2. Synthesise and utilise key theories, concepts and terms relevant to internal and external contextual factors to examine organisational environments
3. Communicate an understanding of contemporary internal and external contextual factors affecting organisations
4. Evaluate complex problems relevant to internal and external contextual factors in organisational environments
5. Recommend creative solutions to contemporary challenges facing businesses to a variety of audiences and stakeholders.

This is not applicable.

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 - Written Assessment - 30%	•	•			

Assessment Tasks	Learning Outcomes				
	1	2	3	4	5
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 - Written Assessment - 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

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Christiana Liang Unit Coordinator

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Schedule

Week 1 - 11 Mar 2019

Module/Topic	Chapter	Events and Submissions/Topic
<u>Topic 1: Organisational and governance structures</u> Details of Assessment Item 1 Expectations of student engagement with the unit Details of Moodle site and resources available	For recommended texts, journal readings, podcasts, current events, and video information refer to the unit Moodle site.	

Week 2 - 18 Mar 2019

Module/Topic	Chapter	Events and Submissions/Topic
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Topic 2: The impact of environmental forces on organisations

For recommended texts, journal readings, podcasts, current events, and video information refer to the unit Moodle site.

Week 3 - 25 Mar 2019

Module/Topic	Chapter	Events and Submissions/Topic
<u>Topic 3: Risks confronting the firm</u>	For recommended texts, journal readings, podcasts, current events, and video information refer to the unit Moodle site.	

Week 4 - 01 Apr 2019

Module/Topic	Chapter	Events and Submissions/Topic
<u>Topic 4: Organisation and business practices</u>	For recommended texts, journal readings, podcasts, current events, and video information refer to the unit Moodle site.	

Week 5 - 08 Apr 2019

Module/Topic	Chapter	Events and Submissions/Topic
<u>Topic 5: The functions of a diverse range of firms</u> Details of Assessment Item 2	For recommended texts, journal readings, podcasts, current events, and video information refer to the unit Moodle site.	Annotated Bibliography Due: Week 5 Friday (12 Apr 2019) 11:45 pm AEST

Vacation Week - 15 Apr 2019

Module/Topic	Chapter	Events and Submissions/Topic
No classes this week.	No classes this week.	No classes this week.

Week 6 - 22 Apr 2019

Module/Topic	Chapter	Events and Submissions/Topic
<u>Topic 6: Innovation and entrepreneurship</u>	For recommended texts, journal readings, podcasts, current events, and video information refer to the unit Moodle site.	

Week 7 - 29 Apr 2019

Module/Topic	Chapter	Events and Submissions/Topic
<u>Topic 7: Knowledge management, technology and eCommerce</u>	For recommended texts, journal readings, podcasts, current events, and video information refer to the unit Moodle site.	

Week 8 - 06 May 2019

Module/Topic	Chapter	Events and Submissions/Topic
<u>Topic 8: Regionalisation and globalisation</u>	For recommended texts, journal readings, podcasts, current events, and video information refer to the unit Moodle site.	

Week 9 - 13 May 2019

Module/Topic	Chapter	Events and Submissions/Topic
<u>Topic 9: Cross cultural issues, diversity and international management</u>	For recommended texts, journal readings, podcasts, current events, and video information refer to the unit Moodle site.	

Week 10 - 20 May 2019

Module/Topic	Chapter	Events and Submissions/Topic
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Topic 10: Contemporary management and business issues

For recommended texts, journal readings, podcasts, current events, and video information refer to the unit Moodle site.

Group Led Presentation and Discussion Due: Week 10 Friday (24 May 2019) 11:45 pm AEST

Week 11 - 27 May 2019

Module/Topic	Chapter	Events and Submissions/Topic
<u>There is no topic covered in class this week. Group led presentations and discussions will be done in class.</u>	No new information presented this week.	Group led presentations and discussions done during the <u>lecture and tutorials</u> for week 11.

Week 12 - 03 Jun 2019

Module/Topic	Chapter	Events and Submissions/Topic
<u>There is no topic covered in class this week. Group led presentations and discussions will be done in class.</u> Details of Assessment Item 3	There will be exam information available on the unit Moodle site.	Group led presentations and discussions done during the <u>lecture and tutorials</u> for week 12.

Review/Exam Week - 10 Jun 2019

Module/Topic	Chapter	Events and Submissions/Topic
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Exam Week - 17 Jun 2019

Module/Topic	Chapter	Events and Submissions/Topic
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Term Specific Information

This unit is jointly coordinated by Dr Christiana Liang and Dr Laura Baker. Throughout the term: Please direct all questions regarding the assessment to the Assessment Discussion Forum on Moodle. On-campus students only, please direct all general enquiries regarding the unit to Dr Christiana Liang. Distance students only, please direct all general enquiries regarding the unit to Dr Laura Baker.

Assessment Tasks

1 Annotated Bibliography

Assessment Type

Written Assessment

Task Description

This is an annotated bibliography that will be 1600 words +/- 10%

Purpose

This individual written assessment is designed to assist you to develop your knowledge of management and business contexts. The secondary purpose of this assessment task is to give you the opportunity to enhance skills in research, professional responsibility, and written communication.

Task details

Your task is to compile an annotated bibliography of five recent (2014-2018) peer reviewed journal articles from the list of journals below. You cannot use articles from any other journals and you cannot use the journal articles that are on the unit Moodle site. You must include the doi for each journal article in the reference list.

Journals:

Asia Pacific Business Review
Benchmarking: an international journal
Business Strategy and the Environment
Business Strategy Review
Competition and Change: the journal of global business and political economy
Contemporary Pacific
European Business Review
European Journal of Work and Organizational Psychology
European Management Journal
Global Governance

Human Resource Development Quarterly
 IIMB Management Review
 International Journal of Organizational Analysis
 International Journal of Productivity and Performance Management
 International Journal of Strategic Decision Sciences
 International Studies of Management and Organization
 Journal of Business Strategy
 Journal of General Management
 Journal of Industrial and Management Optimization
 Journal of Management and Organization
 Journal of Organizational Behavior Management
 Journal of Organizational Change Management
 Journal of Organizational Effectiveness: People and Performance
 Leadership
 Management Decision
 Measuring Business Excellence
 Nonprofit Management and Leadership
 Pacific Affairs: an international review of Asia and the Pacific
 Qualitative Research in Organizations and Management
 Quality Management Journal
 The Journal of Applied Behavioral Science
 The TQM Journal

You are required to:

1. Identify five (5) journal articles that match the first five topics of this unit. That is, you must find one journal article per topic: a. Organisational structures or governance, b. Environmental forces, c. Risks confronting the firm, d. Organisation and business practices, and e. The functions of diverse firms. You should search the library databases via the online 'advanced search' function of the CQUniversity library. By choosing the 'advanced search' function you can select the actual journal you wish to search.
2. Write a short 150 word introduction discussing why the contextual factors are important to organisational decision making. The introduction is 150 words in total not 150 words per article.
3. Write approximately 250 words a. defining the main contextual factor being discussed in the journal article, b. the new findings in relation to the contextual factor, and c. what these findings mean for managers in organisations. You should write this 250 word summary for each of the five journal articles.
4. Write a short 200 word conclusion recommending one specific contextual factor as most important to the Big Four banks' organisational performance. The Big Four banks are the Commonwealth Bank of Australia (CBA), Westpac, the Australia and New Zealand Banking Group (ANZ) OR the National Australia Bank (NAB). Explain your reasoning.
5. Write a reference list correctly formatted in the APA style. This reference list must contain all five articles as well as the doi for each article.

Assessment Due Date

Week 5 Friday (12 Apr 2019) 11:45 pm AEST

All submissions must be uploaded through the Assessment Item 1 link on the unit Moodle page. The annotated bibliography can be uploaded as a pdf or word document. Penalties for late submission are applied according to the policy.

Return Date to Students

Week 7 Friday (3 May 2019)

Every effort will be made to return your assignment by the date indicated. You will find your mark and feedback through the Feedback Studio portal on Moodle.

Weighting

30%

Assessment Criteria

1. Explaining how major internal and external contextual factors affect business decision making (4 marks).
2. Defining key terms, theories and concepts presented in Topics 1-5 (5 marks).
3. Critical evaluation of managerial actions in relation to the internal and external contextual factors discussed in Topics 1-5 (10 marks).
4. Demonstrating understanding of the impact of an internal and/or external contextual factor on organisational performance (4 marks).
5. Correctly using the APA referencing system to cite academic sources in-text and in the reference list (3 marks).
6. Correctly using appropriate conventions of academic writing (2 marks).

7. Correctly selecting journal articles from only the list of journals provided (2 marks).

Referencing Style

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

Submission

Online

Submission Instructions

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

Learning Outcomes Assessed

- Critically analyse the impact of a range of internal and external contextual factors on the performance and decision making of organisations
- Synthesise and utilise key theories, concepts and terms relevant to internal and external contextual factors to examine organisational environments

Graduate Attributes

- Knowledge
- Cognitive, technical and creative skills
- Research
- Ethical and Professional Responsibility

2 Group Led Presentation and Discussion

Assessment Type

Group Work

Task Description

This is a group assignment that involves a 25 minute student-led presentation, discussion and associated materials.

Purpose

This assignment aims to develop your knowledge of contextual factors and ability to develop this knowledge in others. The objective is to develop your research, cognitive, creative, communication, professional responsibility and self management skills within the context of a group assignment. It provides you the opportunity to develop your leadership skills as a member of a group.

Task details

You must be enrolled in a lecture class and a tutorial class by census date, Tuesday 2 April. You will be able to enrol in Assessment Item 2 groups yourself on the unit's Moodle site. The members of your group must all be either within your lecture or your tutorial group. Groups cannot be formed with students who are not in your lecture or tutorial group. There will be a maximum of 5 group members in each group. There will be no changes to these Assessment Item 2 groups after Friday 5 April so please make sure that you have sorted out which lecture and tutorial class you want to attend by 2 April. Lecture and tutorial classes can only be changed with the permission of the Unit Coordinator after 2 April and no adjustments to presentation and discussion groups will be made after 5 April.

The group led presentation and discussion will relate to one of the Topics 6-9: a. Innovation and entrepreneurship, b. Knowledge management, technology and eCommerce, c. Regionalisation and globalisation, OR d. Cross cultural issues, diversity and international management. These topics are quite large so you can choose to concentrate on only one part of the topic e.g., only innovation. Your group led presentation and discussion will take place in either your lecture or tutorial class in week 11 or week 12. However, all materials related to the assignment must be uploaded to Moodle by the Friday of week 10 regardless of which week your group led presentation and discussion takes place. Your group is required to:

1. Conduct a 10 minute PowerPoint presentation in class, every member of the group must speak during the presentation, the presentation must include information from at least 6-8 academic journal articles. This presentation should demonstrate your understanding of the contextual factor. A copy of this PowerPoint presentation should be supplied in your submission uploaded to Moodle.
2. Discuss one current event (something that has occurred since 1 January 2019) that you have found in relation to the contextual factor. This discussion should summarise the content of the current event, show the critical link between the external and internal environments of organisations and discuss problems that this contextual factor may cause for organisations. This current event can take the form of a newspaper or magazine article, a TED talk, a radio or TV interview and so on. A summary of this current event and a link to its source should be supplied in your submission uploaded to Moodle. This discussion should take no more than 5 minutes.
3. Develop two questions: one question in relation to the content of the PowerPoint and one question in relation to the current event. You will be required to lead a discussion of these two questions by posing the question to your audience and responding to their answers. You should provide a copy of the two questions and the expected answers in your

submission uploaded to Moodle. This discussion aims to show your critical thinking and understanding of the contextual factor and ability to generate solutions to the problem associated with the contextual factor. All group members should take part in this discussion. The discussion should take no more than 10 minutes.

Assessment Due Date

Week 10 Friday (24 May 2019) 11:45 pm AEST

All submissions are to be uploaded through the Assessment Item 2 link on the unit Moodle page. The submission can be uploaded as ppt, pdf or word documents. Penalties for late submissions are applied according to the policy.

Return Date to Students

Review/Exam Week Friday (14 June 2019)

Every effort will be made to return your assignment by the date indicated. You will find your mark and feedback through the Feedback Studio portal on Moodle.

Weighting

30%

Assessment Criteria

1. Demonstrated understanding of the internal and external contextual factors (Topics 6 - 9) that affect contemporary organisations (6 marks)
2. Application of current events to demonstrate understanding of the relationship between the external and internal environments of organisations (6 marks)
3. Critical understanding of the problems associated with the relevant contextual factor shown throughout the presentation and discussion (6 marks)
4. Recommendation of solutions regarding how organisations can deal with contemporary challenges posed by the relevant contextual factor (6 marks)
5. Demonstrated breadth and quality of research by using a minimum of 6-8 academic sources (2 marks)
6. Developing a concise and structured presentation to the required professional standard (2 marks)
7. Correct use of the APA referencing format in the materials submitted on Moodle (2 marks)

Referencing Style

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

Submission

Online

Submission Instructions

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

Learning Outcomes Assessed

- Communicate an understanding of contemporary internal and external contextual factors affecting organisations
- Evaluate complex problems relevant to internal and external contextual factors in organisational environments
- Recommend creative solutions to contemporary challenges facing businesses to a variety of audiences and stakeholders.

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

Dictionary - non-electronic, concise, direct translation only (dictionary must not contain any notes or comments).
No calculators permitted

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