



MGMT20144 Management and Business Context

Term 3 - 2020

Profile information current as at 02/10/2022 02:19 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 3 - 2020

- 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. **Online Quiz(zes)**

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

Students have indicated that application of theory and knowledge of the real business world using applied learning activities and assessments enhances learning opportunity in this unit.

Recommendation

Workshops and lectures should continue to focus on real world activities, case studies and examples in class. This can be supplemented with guest speakers from Australian industry, if feasible.

Feedback from Multiple

Feedback

Opportunities for positive student to staff and student to student relationships to be built into the unit in a virtual learning environment.

Recommendation

Opportunities for positive student to staff and student to student relationships continue to be built into the unit in face-to-face delivery and/or online delivery.

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%	•	•	•		
2 - Group Work - 30%			•	•	•
3 - Online Quiz(zes) - 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 - Online Quiz(zes) - 40%	○	○	○	○				

Textbooks and Resources

Textbooks

There are no required textbooks.

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 7th Edition \(APA 7th edition\)](#)

For further information, see the Assessment Tasks.

Teaching Contacts

Shahid Khan Unit Coordinator
shahid.khan@cqu.edu.au

Schedule

Week 1 - 09 Nov 2020

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

Week 2 - 16 Nov 2020

Module/Topic	Chapter	Events and Submissions/Topic
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 - 23 Nov 2020

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

Week 4 - 30 Nov 2020

Module/Topic	Chapter	Events and Submissions/Topic
Topic 4: Organisation and business practices	For recommended texts, journal readings, podcasts, current events, and video information refer to the unit Moodle site.	Census date: Tuesday, the 1st December

Vacation Week - 07 Dec 2020

Module/Topic	Chapter	Events and Submissions/Topic
No classes will be held during this week.	No classes will be held during this week.	No classes will be held during this week.

Week 5 - 14 Dec 2020

Module/Topic	Chapter	Events and Submissions/Topic
Topic 5: The functions of a diverse range of firms	For recommended texts, journal readings, podcasts, current events, and video information refer to the unit Moodle site.	Due date for Assessment 1: 11:45 pm, Friday, the 18th December. BUSINESS CASE ANALYSIS Due: Week 5 Friday (18 Dec 2020) 11:45 pm AEST

Week 6 - 21 Dec 2020

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

Vacation Week - 28 Dec 2020

Module/Topic	Chapter	Events and Submissions/Topic
No classes will be held during university vacation.	No classes will be held during university vacation.	No classes will be held during university vacation.

Week 7 - 04 Jan 2021

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

Week 8 - 11 Jan 2021

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

Week 9 - 18 Jan 2021

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

Week 10 - 25 Jan 2021

Module/Topic	Chapter	Events and Submissions/Topic
Topic 10: Contemporary issues: Change, resilience, and sustainability	For recommended texts, journal readings, podcasts, current events, and video information refer to the unit Moodle site.	

Week 11 - 01 Feb 2021

Module/Topic	Chapter	Events and Submissions/Topic

There is no topic covered in class this week. Group led presentations and discussions will be completed in class.

Group led presentations and discussions undertaken during the lecture and/or tutorials.

Due date for Assessment 2:
9:00 am, Monday, the 1st Feb 2021.

GROUP LED PRESENTATION AND ESSAY Due: Week 11 Monday (1 Feb 2021) 9:00 am AEST

Week 12 - 08 Feb 2021

Module/Topic	Chapter	Events and Submissions/Topic
There is no topic covered in class this week. Group led presentations and discussions will be completed in class.		The group led presentations and discussions undertaken during the lecture and/or tutorials

Exam Week - 15 Feb 2021

Module/Topic	Chapter	Events and Submissions/Topic
		The link for online quizzes for Assessment 3 will be available during the exam week (Date and time to be confirmed).
		Online quiz(zes) Due: Exam Week Monday (15 Feb 2021) 12:00 am AEST

Assessment Tasks

1 BUSINESS CASE ANALYSIS

Assessment Type

Written Assessment

Task Description

This is a business case analysis of 1600 words (+/- 10%)

1. You must first select ONE of the following five organizations as the subject of your business case.

- National Australia Bank (<https://www.nab.com.au>)
- CSL Limited (<https://www.csl.com>)
- Macquarie Group Limited (<https://www.macquarie.com.au>)
- Telstra Corporation Limited (<https://www.telstra.com.au>)
- Wesfarmers Limited (<https://www.wesfarmers.com.au>)

2. Conduct research on your chosen organization in the aspects below, which correspond to week 1-5 topics, with a focus on critically analyzing the impact of a range of internal and external contextual factors on the performance and decision making of your chosen organization:

- 1) What is the governance structure of your chosen organization and how does it ensure the effectiveness of the organization's corporate governance?
 - 2) Which external environmental factors are influencing your chosen organization's performance and/or decision-making?
 - 3) What are the major risks your chosen organization face and how are they influencing its performance and/or decision making?
 - 4) What business practices do your chosen organization adopt and how are they influencing its performance and/or decision making?
 - 5) What functional departments does your chosen organization have and how are they supporting its business activities?
3. Your business case analysis must include at least eight (8) peer-reviewed academic references published post-2010.

Note: further support on writing, referencing, recommended journals etc. is given on the Moodle site for this assignment.

Assessment Due Date

Week 5 Friday (18 Dec 2020) 11:45 pm AEST

Business Case Analysis submission

Return Date to Students

Week 7 Friday (8 Jan 2021)

Business Case Analysis return date is the 8th of Jan, 2021.

Weighting

30%

Assessment Criteria

Criteria 1. Introduction * 3 marks

Clearly outlines the purpose, scope, structure of the essay.

Criteria 2. Body—Theoretical knowledge * 8 marks

Demonstrated ability to define key terms and apply the theories and concepts presented in the weekly topics 1-5.

Criteria 3. Body—Research efforts and analysis * 12 marks

Level of research efforts demonstrated on the chosen company and ability to critically analyse the impact of a range of internal and external contextual factors on the performance and decision making of the chosen company through addressing the five proposed topics.

Criteria 4. Conclusion *3 marks

All aspects are drawn together in a brief and concise summary. Consistent with findings, no new material introduced however highlights implications or comments on the future of the company.

Criteria 5. Presentation *2 marks

High quality of expression, grammar, spelling, punctuation and proofreading.

Criteria 6. Referencing * 2 marks

Inclusion of an accurate reference list on a separate page listing only the sources that actually have been used. The reference list is arranged in alphabetical order according to the authors' last names. At least 8 academic references post 2010 have been used, together with a numerous number of non-academic references.

Please read the detailed assessment guideline and marking rubric available in the unit's Moodle page before commencing work on assessment 1.

Referencing Style

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

Submission

Online

Submission Instructions

All submissions must be submitted through the Moodle site. No email submissions will be accepted.

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
- Communicate an understanding of contemporary internal and external contextual factors affecting organisations

Graduate Attributes

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

2 GROUP LED PRESENTATION AND ESSAY

Assessment Type

Group Work

Task Description

This is a group assignment that involves a 15-minute student-led presentation and a 1200 word (+/-10%) essay on the same topic.

This assessment item accounts for 30% of your final grade for this unit and must be completed by students as a group.

This assessment consists of two parts:

- 1) An essay addressing your chosen topic (15%);
- 2) An in-class presentation (15%).

You must be enrolled in a lecture class and a tutorial class by the census date (1st December 2020). 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 within your

tutorial group. Groups cannot be formed with students who are NOT in your 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 Census date (1st December), so please make sure that you have sorted out which lecture and tutorial class you want to attend by the Census Date (1st December).

Once the groups are finalized, your group is required to choose ONE of the following four topics from weeks 6-9 (in consultation with your lecturer/tutor) as the focus of your group led presentation and essay. You must include real-life corporate examples in your research efforts:

Week 6: Should contemporary organizations abandon closed innovation and focus solely on open innovation? What creative solutions do you recommend to organizations on this issue?

Week 7: What challenges do contemporary internet-based organizations face in knowledge management? What creative solutions do you recommend on this issue?

Week 8: What advantages and disadvantages does globalization bring to contemporary organizations? What creative solutions do you recommend for organizations to manage the globalization-induced challenges?

Week 9: Should contemporary organizations adopt an ethnocentric or a polycentric attitude in their international staffing? What creative solutions do you recommend for organizations on this issue?

Note: further support on forming groups, presentation, writing, referencing etc. is given on the Unit Moodle site for this assignment.

Assessment Due Date

Week 11 Monday (1 Feb 2021) 9:00 am AEST

PPT for the presentation and the Essay submission

Return Date to Students

Week 12 Friday (12 Feb 2021)

PPT for the presentation and the Essay submission return

Weighting

30%

Assessment Criteria

Criteria 1 - Theoretical knowledge * 6 marks

Demonstrated ability to define key terms and utilise the theories and concepts relevant to their topic.

Criteria 2 - Complex problem evaluation * 6 marks

Demonstrated critical understanding of the problems associated with the relevant contextual factor throughout the presentation and essay.

Criteria 3 - Creative solution * 6 marks

Recommendation of solutions regarding how organisations can deal with contemporary challenges posed by the relevant contextual factor.

Criteria 4 - Research efforts * 5 marks

Demonstrated strong key points in response to the chosen topic grounded in a wide breadth and quality of research by using a minimum of 8 academic sources (post-2010 articles).

Criteria 5 - Corporate examples * 3 marks

Demonstrated the strength and relevance of argument by incorporating at least TWO real-life organisations

Criteria 6 - Presentation * 2 marks

Develop a concise and structured presentation to the required professional standard. Q&A session well handled.

Criteria 7 - Referencing * 2 marks

Correctly using the APA referencing system to cite academic sources both in-text and in the final reference list.

Referencing Style

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

Submission

Online Group

Submission Instructions

All submissions must be submitted through the Moodle site. No email submissions will be accepted.

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

3 Online quiz(zes)

Assessment Type

Online Quiz(zes)

Task Description

• **Assessment Item 3 is an individual online timed quiz with a pass mark of 50%, held during the end of the term examination period. Based on the Examination Office's timetable for virtual exams, the date/time to be confirmed (A total of 3 hours).**

• **Only one (1) attempt at the quiz will be made.**

- **A submission link named "Assessment 3-Online Quiz" will appear under Assessment block on the unit Moodle during exam week (time and date to be confirmed).**

- ***Failure to achieve a pass mark on your attempt and/or non-submission will result in a fail for this assessment.***

- ***You must complete the quiz in the allocated time. There will be no opportunity to save your answers and return to the quiz at a later time.***

- ***In the absence of an approved extension, there will be no opportunity to complete this assessment after the due date.***

- ***The quiz is an individual assessment task. You are NOT permitted to collaborate with other students whilst undertaking this assessment. Any attempt or evidence of collaboration will result in an Academic Misconduct investigation.***

- ***You will have a total of 180 minutes (3 hours) to complete the quiz.***

- **The quiz is worth 40% of the total marks for the unit. It opens during exam week (Time and Date to be confirmed).**

- **You could look up course materials if you wish, but please be aware that most questions are analytical in nature and ask for the application of theories and/or incorporation of real-life corporate examples, hence, a text-dumping approach will result in loss of marks.**

Further, you are NOT allowed to use Search Engines (e.g., Google) for the development of your answers. [Reasons being: It is cheating; Further, Google has answers for everything, but they will not be the answers we look for. In other words, you will be misguided if you turn to Google. How do we know? We have reviewed the web and are aware of what could be used to contribute to answers]

- Your submission will be put through Turn-it-in, and over 10% of similarity will result in an investigation of possible academic misconduct. - Relevance and appropriateness of answers to questions are more important than “length” of answers.

- A practice quiz is available on Moodle, the format of which replicates that of the final quiz. The purpose is to give you an idea of what the final online quiz is like and a chance for you to test your knowledge of this unit.

• The online quiz has two parts: *Part A* and *Part B*. You must complete both parts.

After clicking the Assessment 3 link (to appear at the scheduled examination time), you will be able to download the Assessment 3 document.

- In Part A = 25 marks:

- In Part A, five short-answer questions are provided. You must answer all five questions strictly according to the requirements. These are of equal value (five Marks each).

- Write all Part A answers in the space provided under each question.

- Please keep in mind **Quality over Quantity.**

• In Part B, A case will be provided to answer questions in an essay format.

- Read the case and answer the questions in essay format (with introduction and conclusion). You should note that the question contains several sub-questions and all sub-questions must be addressed. Part B is worth 15 Marks.

- You are expected to write your essay in the space under Part B in the same document as Part A.

• References are not required in the exam.

• After completing both parts of the questions, save the document with the unit code, your surname and student ID, e.g., MGMT20144_Khan_12062359, and upload it by clicking the **Assessment 3-Online Quiz link-add submission** button, in a similar way you submitted your Assessment 1. Be careful not to make mistakes attaching the document, as you only have one chance to do it. Also, please make sure it is a word document that you are submitting. Other types of files are not accepted.

Number of Quizzes

2

Frequency of Quizzes

Other

Assessment Due Date

Exam Week Monday (15 Feb 2021) 12:00 am AEST

The exam is to be sat during the exam week at a date and time to be confirmed.

Return Date to Students

The marks for this online quiz will not be revealed until after the release of grades for the unit.

Weighting

40%

Assessment Criteria

Questions will be a combination of factual recall and original examples. Separate marks will be given for each of these.

Separate information is expected across all the answers, not repeated information.

A marking guide will be provided to each marker by the unit coordinator that clearly indicates the expected answer and how many marks to award for each part of the answer.

Referencing Style

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

Submission

Online

Submission Instructions

Save the document with the unit code, your surname and student ID and upload it by clicking the Assessment 3-Online Quiz link-add submission button, in a similar way to the submission of Assessment 1

Learning Outcomes Assessed

- Synthesise and utilise key theories, concepts and terms relevant to internal and external contextual factors to examine organisational environments
- Communicate an understanding of contemporary internal and external contextual factors affecting organisations

Graduate Attributes

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Research

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