MGMT20148 *Strategic Solutions for Sustainable Organisations*

Term 1 - 2023

Profile information current as at 12/10/2024 12:17 pm

All details in this unit profile for MGMT20148 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

Researching strategically relevant business problems is an important part of professional practice and being a successful manager and leader. This is a capstone unit that draws upon your area of specialisation and your wider knowledge of business environments both globally and locally. The unit focuses on developing your ability to undertake independent research that focuses on and contributes to strategic decision making and sustainability in organisations. The unit will improve your skills in synthesising information and developing solutions to improve the long-term effectiveness and sustainability of organisations. You will use research skills to analyse a management problem in your chosen business discipline, identifying strategic challenges, and developing recommendations aligned with the United Nations Sustainable Development Goals (SDGs). These recommendations will be based on systematic and rigorous analysis of relevant academic literature, professional business information, and publicly available secondary data.

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

This is a capstone unit for students completing a coursework based masters. Hence students must have completed 10 master level units (60 credit points) of study prior to enrolment.
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 - 2023

- 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. **Learning logs / diaries / Journal / log books**
Weighting: 20%
2. **Research Proposal**
Weighting: 30%
3. **Research Assignment**
Weighting: 50%

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 Unit Coordinator Reflection

Feedback

Investigate additional methods of promoting participating in the escape room activity

Recommendation

Uptake with the escape room activity was still lower than preferred. Just letting students know about the activity earlier did not address this issue, so further efforts will be made to encourage participation from as many students as possible

Feedback from Unit Coordinator Reflection

Feedback

Continue to rotate target SDGs for the main project

Recommendation

Each term, the three SDGs that students can choose from to be the focus of their report have been changed. This prevents students from copying work from a previous term, and has proved useful in ensuring that students are completing their own work each term.

Unit Learning Outcomes

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

1. Develop an advanced and integrated understanding of strategic issues, and sustainability challenges in organisations
2. Apply the skills and knowledge gained from other subjects to identify a complex strategic issue relevant to organisations in the context of your profession
3. Apply research skills to plan and execute an independent investigation into a complex strategic organisational problem
4. Critically review, analyse and interpret current relevant literature, professional business information and publicly available secondary data
5. Communicate, in a professional manner, information in an organisational context by providing recommendations that address strategic challenges and sustainability goals.

N/A

Alignment of Learning Outcomes, Assessment and Graduate Attributes

— N/A Level | ● Introductory Level | ● Intermediate Level | ● Graduate Level | ○ Professional Level | ○ Advanced Level

Alignment of Assessment Tasks to Learning Outcomes

Assessment Tasks	Learning Outcomes				
	1	2	3	4	5
1 - Learning logs / diaries / Journal / log books - 20%	●		●		●
2 - Research Proposal - 30%	●	●		●	
3 - Research Assignment - 50%		●	●	●	●

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 - Learning logs / diaries / Journal / log books - 20%	○	○	○	○	○	○		
2 - Research Proposal - 30%	○	○	○	○	○	○		
3 - Research Assignment - 50%	○	○	○	○	○	○	○	

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)
- Zoom (both microphone and webcam capability)

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

Geoffrey Chapman Unit Coordinator
g.chapman@cqu.edu.au

Schedule

Week 1 - 06 Mar 2023

Module/Topic	Chapter	Events and Submissions/Topic
Introduction to strategy, sustainability, and the unit	1) Porter, M. E. (1996) What is strategy? *Harvard Business Review. 74*(6), 61-78. 2) Bansal, P., & DesJardine, M. R. (2014). Business sustainability: It is about time. *Strategic Organization, 12*(1), 70–78.	Start working on your project NOW – all assessments build upon one another and you need to work on your project consistently throughout the entire term. The lecture and workshop this week will introduce the key concepts of this unit (strategy and sustainability), as well as the unit itself (assessments, expectations, etc.). Familiarise yourself with the Moodle blogging tool and start building your learning log (learning log entries this week are optional, they do not carry marks but you may seek formative feedback on your entry from your tutor).

Week 2 - 13 Mar 2023

Module/Topic	Chapter	Events and Submissions/Topic

The UN SDGs (and how they relate to strategic sustainability issues)	1) United Nations (no date) '*The 17 Goals*', available at: https://sdgs.un.org/goals 2) Throsby, D., & Petetskaya, E. (2016). Sustainability Concepts in Indigenous and Non-Indigenous Cultures. *International Journal of Cultural Property, 23*(2), 119-140. 3) United Nations Global Compact (no date) '*How Your Company Can Advance Each of the SDGs*', available at: https://www.unglobalcompact.org/sdgs/17-global-goals	Bring your ideas and suggested project topics to the workshop this week for discussion and instant feedback. Continue working on your project. The lecture and workshop this week will focus on the United Nations Sustainable Development Goals and their importance for organisational strategy. Familiarise yourself with the Moodle blogging tool and start building your learning log (learning log entries this week are optional, they do not carry marks but you may seek formative feedback on your entry from your tutor).

Week 3 - 20 Mar 2023

Module/Topic	Chapter	Events and Submissions/Topic
Organisational strategy, strategy-making process, and strategic issues (broad overview)	1) Johnson, G. et al. (2017). "Chapter 1 - Introducing Strategy", *Exploring Strategy*, Pearson Education Limited. 2) Bolland, E. J. (2017). "Chapter 6 - Strategic Planning Process and Tools", C*omprehensive Strategic Management*, Emerald Publishing Limited.	Assessed learning log entry #1 – Submit your first assessed learning log entry before 11.59pm on Sunday this week. Continue working on your project. The lecture and workshop this week will focus on organisational strategy by exploring the strategizing process, and the identification of strategic issues.

Week 4 - 27 Mar 2023

Module/Topic	Chapter	Events and Submissions/Topic
Choosing and refining your project	1) Saunders, M., Lewis, P. and Thornhill, A. (2009). "Chapter 2" *Research Methods for Business Students (5th ed.*), Harlow, Essex: Pearson Education Limited. 2) Sekaran, U. and Bougie, R. (2013) "Chapter 2", *Research Methods for Business - A Skill Building Approach (6th ed.)*, West Sussex: Wiley.	Bring your ideas and suggested project topics to the workshop this week for discussion and instant feedback. Continue working on your project. The lecture and workshop this week will focus on how you can refine your thoughts into a manageable project; we will do detailed Assessment briefing. Learning log entries this week are optional, they do not carry marks but you may seek formative feedback on your entry from your tutor.

Week 5 - 03 Apr 2023

Module/Topic	Chapter	Events and Submissions/Topic

Academic literature and secondary data/industry information	1) Sekaran, U. and Bougie, R. (2013). "Chapter 4", *Research Methods for Business - A Skill Building Approach (6th ed.)*, West Sussex: Wiley. 2) Jesson, J. and Lacey, F. (2006). How to do (or not to do) a critical literature review, *Pharmacy Education, 6*(2), pp. 139-148.	Assessed learning log entry #2 – Submit your second assessed learning log entry before 11.59pm on Sunday this week. Continue working on your project. The lecture and workshop this week will focus on academic literature (peer-reviewed, scholarly articles that become part of your literature review) and the various forms of practitioner/industry information (e.g. grey literature, publicly accessible data sources, company material, etc.) that you need to analyse your company.

Vacation Week - 10 Apr 2023

Module/Topic	Chapter	Events and Submissions/Topic
Watch out for communication in case there is a need to schedule catch-up classes. Otherwise, there is no class this week.	No reading material this week.	Progress your project if you need to catch up on some work.

Week 6 - 17 Apr 2023

Module/Topic	Chapter	Events and Submissions/Topic
Systematic analysis of business/industry information: External analysis 1 - Macro	1) Johnson, G. et al. (2017) "Chapter 2 - The Environment", *Exploring Strategy*, Pearson Education Limited. 2) Bolland, E. J. (2017), "Chapter 4 - Internal and External Analysis", *Comprehensive Strategic Management*, Emerald Publishing Limited.	Bring your ideas and suggested project topics to the workshop this week for discussion and instant feedback. Continue working on your project. The lecture and workshop this week will focus on the systematic analysis of organisations' macro environment. This will link with material you would have studied in MGMT20144. Learning log entries this week are optional, they do not carry marks but you may seek formative feedback on your entry from your tutor. **Project Proposal** Due: Week 6 Friday (21 Apr 2023) 11:59 pm AEST

Week 7 - 24 Apr 2023

Module/Topic	Chapter	Events and Submissions/Topic

Systematic analysis of business/industry information: External analysis 2 - Micro	1) Rumelt R. (1991). 'How much does industry matter?' *Strategic Management Journal, 12*, pp. 167-185. 2) McGahan, A. and Porter, M. (1999). 'How much does industry matter, really?' *Strategic Management Journal, 1*(8 S1), pp. 15-30. 3) Bolland, E. J. (2017), "Chapter 7 - Competitive Analysis", *Comprehensive Strategic Management*, Emerald Publishing Limited.	Assessed learning log entry #3 – Submit your third assessed learning log entry before 11.59pm on Sunday this week. Continue working on your project. The lecture and workshop this week will focus on the systematic analysis of organisations' micro environment. This will link with material you would have studied in MRKT20052 and MGMT20144.

Week 8 - 01 May 2023

Module/Topic	Chapter	Events and Submissions/Topic
Systematic analysis of business/industry information: Internal analysis 1 - Mission, vision, values, goals, and culture	1) Johnson, G. et al. (2017) "Chapter 5 - Culture and Strategy", *Exploring Strategy*, Pearson Education Limited. 2) Bolland, E. J. (2017), "Chapter 3 - People, Mission, Vision, and Planning in Strategic Management", *Comprehensive Strategic Management*, Emerald Publishing Limited.	Bring your ideas and project progress to the workshop this week for discussion and instant feedback. Continue working on your project. The lecture and workshop this week will focus on some strategic tools required to analyse organisations. Learning log entries this week are optional, they do not carry marks but you may seek formative feedback on your entry from your tutor.

Week 9 - 08 May 2023

Module/Topic	Chapter	Events and Submissions/Topic
Systematic analysis of business/industry information: Internal analysis 2 - Resources, capabilities, stakeholders, and value chain	1) Barney, J. (1991). Firm Resources and Sustained Competitive Advantage, *Journal of Management, 17(*1), pp. 99-120. 2) Prahalad, C. K. & Hamel, G. (1990). The Core Competence of the Corporation, *Harvard Business Review, 68*(3), pp. 79-91. 3) Barney, J. B. (1986). Organizational Culture: Can It Be a Source of Sustained Competitive Advantage?, *Academy of Management Review, 11*(3), pp. 656-665.	Assessed learning log entry #4 – Submit your fourth assessed learning log entry before 11.59pm on Sunday this week. Continue working on your project. The lecture and workshop this week will focus on some more strategic tools required to analyse organisations.

Week 10 - 15 May 2023

Module/Topic	Chapter	Events and Submissions/Topic

Organisational strategies - Diversification, vertical integration, internationalisation/ globalisation, M&A and alliances	1) Johnson, G. et al. (2017). "Chapter 10 - Mergers, Acquisitions, and Alliances", *Exploring Strategy,* Pearson Education Limited. 2) Bolland, E. J. (2017), "Chapter 10 - Acquisitions, Joint Ventures, Partnerships, Alliances", *Comprehensive Strategic Management*, Emerald Publishing Limited.	Bring your ideas and project progress to the workshop this week for discussion and instant feedback. Continue working on your project. The lecture and workshop this week will focus on organisational strategies and strategic directions that organisations can take. Learning log entries this week are optional, they do not carry marks but you may seek formative feedback on your entry from your tutor.

Week 11 - 22 May 2023

Module/Topic	Chapter	Events and Submissions/Topic
Recommendations and conclusions	1) Johnson, G. et al. (2017) "Chapter 11 - Evaluating strategies", *Exploring Strategy*, Pearson Education Limited	Assessed learning log entry #5 – Submit your fifth and final assessed learning log entry before 11.59pm on Sunday this week. Continue working on your project. The lecture and workshop this week will focus on strategic recommendations, which result as conclusions from your strategic analysis.

Week 12 - 29 May 2023

Module/Topic	Chapter	Events and Submissions/Topic
Finish your report	Revisit your learning from this term, and refresh your memory on how to present a professional business report. The ALC have relevant content available.	Bring your ideas and project progress to the workshop this week for discussion and instant feedback. Finish your project. The lecture and workshop this week will focus on final hints and tips so you can finish your project and finalise your report. Learning log entries this week are optional, they do not carry marks but you may seek formative feedback on your entry from your tutor. **Project Report** Due: Week 12 Friday (2 June 2023) 11:59 pm AEST

Review/Exam Week - 05 Jun 2023

Module/Topic	Chapter	Events and Submissions/Topic

Exam Week - 12 Jun 2023

Module/Topic	Chapter	Events and Submissions/Topic

Assessment Tasks

1 Learning Log

Assessment Type
Learning logs / diaries / Journal / log books

Task Description
In this unit, you are required to bring together many of the skills and knowledge you have been taught in previous units, by focusing on high-level, complex strategic issues related to sustainability in organisations. The unit contains content about business strategy, which is expected knowledge of a practicing manager, and it requires you to apply academic and research skills from earlier units, plus the knowledge developed in this unit, to choose and complete an individual project that brings together academic literature, as well as professional business information and publicly available secondary data. Please note: **any form of primary data collection is NOT allowed in this unit**; this includes, but is not limited to, asking people to complete questionnaire surveys, conducting interviews (informal conversations with company stakeholders count as interviews!), or observing people.

It is your responsibility to choose a suitable project to work on for the duration of the term – to be successful in this unit, you need to start working on your project throughout the entire term (i.e. starting to actively work on your project in WEEK 1). The project needs to focus on one company of your choosing, AND one of the following 3 SDGs: 9**) Industry, Innovation, and Infrastructure; 11) Sustainable Cities and Communities; or 13) Climate Action**. The project then requires you to identify how your chosen SDG is (or will be in the near future) of strategic importance to your chosen company. You may choose any company as long as your chosen SDG is currently relevant to this company, or will most likely be relevant in future. You may choose a company based anywhere in the world, BUT it is important you choose a company that you can actually research – this means, you need to ensure that there is publicly available information (most of which needs to be in English) about your chosen company; thus, for example, it may be a good idea to choose a publicly listed firm (you can find annual reports, news items and other material online), as opposed to a small business that has no reporting requirements and may not be featured regularly in the news. It is recommended you choose an organisation that you might wish to work for in future – that way, you have an opportunity to study this organisation in detail even before you apply for a job there!

To develop your project, you need to:

- Conduct systematic strategic analysis of the chosen company to clearly establish why and how the chosen SDG is of strategic relevance to your company,
- Review the academic literature about the chosen SDG and the strategic issue you identified, and
- Identify clear, suitable and relevant strategic recommendations for your chosen company to better address the chosen SDG.

To help you choose and progress your project, you will complete three interlinked assessment tasks:

1. A regular learning log. This log requires you to complete tasks of relevance to your project on an ongoing basis, thus allowing you to continuously progress your project without falling behind.
2. A project proposal. The proposal allows you to plan your project and receive feed forward and feedback that helps you refine your project. You will plan the timeframe of your project (Gantt chart), the literature review of your project, the aims/research questions of your project, and the choice of professional industry information required for your project.
3. A final report. The report will present a literature review, an overview of your chosen company, a strategic analysis of the company, a description of what professional industry information you used, a response to your aims, and a conclusion with recommendations.

You should work on your project every week during the term to ensure a steady progression towards completion at the end of term. The learning log will help you to structure this progression, giving you the chance to focus on key learnings from each week and apply this knowledge to your project. To submit a learning log entry, you need to visit the Moodle blogging tool (details are available on the Moodle site and further information will be provided in classes) and post a blog entry. Five (5) of these learning log entries will be assessed throughout the term, and carry 4 marks each. These 5 learning log entries are to be posted before midnight (AEST) on the Sunday of Weeks 3, 5, 7, 9, and 11. Blog entries must NOT be edited after the submission date – if you wish to add information to an entry you have already posted, you need to ‘comment’ on your earlier entry, NOT edit. Entries are time stamped and any blog entries that are edited after the deadline will receive a late penalty*. Feedback and marking is provided on each of these 5 entries.
You are STRONGLY encouraged to also post learning log entries for every other week of the term (i.e. even during the

weeks not specified above). However, entries from non-assessed weeks are optional entries, which do not carry any marks, and feedback will only be provided if students pro-actively seek it (e.g. during consultation times).

Each learning log entry must address these four items:

1. Describe the content of the unit and workshops this week.
2. Expand on YOUR personal key learning from the unit this week.
3. How does your learning apply to your project?
4. Present 1 academic, scholarly, peer-reviewed journal article (in APA style) of direct relevance to the unit content this week AND present 1 piece of professional industry information (also in APA style) of direct relevance to your project and the unit content of this week.

In total, it is expected that each log entry is between 400 and 600 words in length.

*Note: The option to edit entries and submit after the due date is only flexible for evidenced unforeseeable circumstances, where appropriate supporting documentation is provided. Otherwise, the time stamp of the learning log entry will be considered as date/time of submission.

Assessment Due Date

Learning log #1 must be posted in WEEK 3 (before Sunday, March 26th at 11.59pm AEST). Learning log #2 must be posted in WEEK 5 (before Sunday, April 4th at 11.59pm AEST). Learning log #3 must be posted in WEEK 7 (before Sunday, April 30th at 11.59pm AEST). Learning log #4 must be posted in WEEK 9 (before Sunday, May 14th at 11.59pm AEST). Learning log #5 must be posted in WEEK 11 (before Sunday, May 28th at 11.59pm AEST).

Return Date to Students

Feedback on the learning logs from Weeks 3, 5, 7, 9, and 11 will be provided in written format as a COMMENT to the relevant learning log entry in Moodle ahead of the next compulsory learning log. Please check your learning log through the Moodle blogging tool regularly. The marks for each learning log entry will be accumulated throughout the term and finalised after Week 11.

Weighting
20%

Assessment Criteria
As a Masters-level student, 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 Masters program 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 a Masters student, demonstrate an ability to research beyond this minimum standard through additional texts, journals and studies that demonstrate an ability to engage in independent research. This is an advanced level course, and accrediting bodies are also looking for evidence of independent research, so the ability to conduct this project without continually relying on your tutors and lecturers is an important part of the learning process for this unit. You should ensure that you understand the specific research that is required for each assessment piece and recognise that if you merely 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. A full list of references must be submitted as part of the assessment. Each blog entry will be marked on the following criteria; detailed marking rubrics are available in Moodle:

- Description of unit content (25%)
- Explanation of key learning (25%)
- Application of learning to own project (25%)
- 1 scholarly reference and 1 industry reference in APA style (25%)

Referencing Style

- American Psychological Association 7th Edition (APA 7th edition)

Submission
Online

Submission Instructions
All learning log entries need to be completed through the Moodle blogging tool.

assessmentOutcome

- Develop an advanced and integrated understanding of strategic issues, and sustainability challenges in organisations
- Apply research skills to plan and execute an independent investigation into a complex strategic organisational problem
- Communicate, in a professional manner, information in an organisational context by providing recommendations that address strategic challenges and sustainability goals.

assessmentGradAttribute

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

2 Project Proposal

Assessment Type
Research Proposal

Task Description
This is an individual, written proposal, submitted through Turnitin, in Week 6. For this assignment, you should use the feedback received from your learning log to date, and prepare a professionally written proposal in report format, which contains the following:

- **Preliminaries:** Title page (with a clear project title), executive summary, table of contents
- **Introduction:** Brief overview of your chosen organisation and your chosen SDG, and a brief overview of why this SDG is most likely of strategic relevance to your chosen company – the latter doubles up as your problem statement. A set of objectives OR research questions (no more than 3) for your project, which must clearly explain what you aim to achieve with this project.
- **Literature review.** A short, preliminary literature review that demonstrates your ability to critically review academic literature and theory relevant to your project.
- **Methodology**. A clear presentation of what you will do to complete your project. This should include an overview of the nature of the professional industry information you plan to use, clear presentation of publicly available secondary data (if applicable), and an indication of the types of strategic analyses you will complete. You need to explain not only what material you plan to use, but also how you choose and obtain this material (this is similar to 'data collection' you learnt about in BUSN20016) and how you make sense of it (this is similar to 'data analysis' you learnt about in BUSN20016). Remember that you are NOT allowed to use primary data collection mechanisms.
- **Gantt Chart**. A detailed Gantt chart that outlines your tasks for successful completion of this project before the end of term.
- **Reference list**. All academic AND industry/professional sources, which you have used in the text of your project proposal, need to be referenced correctly in the text AND within a reference list at the end of your proposal. You are required to use a MINIMUM of 8 suitable peer-reviewed scholarly journal articles.

Note: The required length for this report is 1,200 words (+/-10%), excluding preliminaries, reference list and appendices. Appendices are optional and should be used for supplementary material only. You must use common font (e.g. Arial, Calibri, Times New Roman, etc.) with font size 11 or 12, as well as appropriate margins and spacing.

Assessment Due Date
Week 6 Friday (21 Apr 2023) 11:59 pm AEST

Please submit your report as a Word document via Moodle.

Return Date to Students
Week 8 Friday (5 May 2023)

As per university policy, assessment tasks will be returned to students within two scheduled university weeks.

Weighting
30%

Assessment Criteria
As a Masters-level student, 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 Masters program 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 a Masters student, demonstrate an ability to research beyond this minimum standard through additional texts, journals and studies that demonstrate an ability to engage in independent research. This is an advanced level course, and accrediting bodies are also looking for evidence of independent research, so the ability to conduct this project without continually relying on your tutors and lecturers is an important part of the learning process for this unit. You should ensure that you understand the specific research that is required for each assessment piece and recognise that if you merely 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. A full list of references must be submitted as part of the assessment. Your assignment will be marked on the following criteria; detailed marking rubrics are available in Moodle:

- Background, problem statement and research question(s) (25%)
- Preliminary critical literature review (25%)
- Proposed research methodology (25%)
- Quality and appropriateness of references, and accuracy of referencing (10%)
- Professional written communication (15%)

Referencing Style

- American Psychological Association 7th Edition (APA 7th edition)

Submission
Online

Submission Instructions
The project proposal should be a Word document, and be submitted through the relevant Moodle link.

assessmentOutcome

- Develop an advanced and integrated understanding of strategic issues, and sustainability challenges in organisations
- Apply the skills and knowledge gained from other subjects to identify a complex strategic issue relevant to organisations in the context of your profession
- Critically review, analyse and interpret current relevant literature, professional business information and publicly available secondary data

assessmentGradAttribute

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

3 Project Report

Assessment Type
Research Assignment

Task Description
This is an individual, written assessment, to be completed in professional report format. You are required to write around 3,000 words (+/- 10%), excluding preliminaries, tables, figures, reference list and appendices. The report requires in-text referencing and a full reference list in APA style, with evidence that you have critically read and integrated a minimum of 18 suitable scholarly references. The purpose of this assessment is to present the final report of the project you proposed in Assessment 2. This report should build on your learning log entries, your proposal submitted for Assessment 2, and the feedback from the tutor/coordinator.

In order to successfully complete Assessment 3, you are required to complete the project you have proposed in Assessment 2 and produce a professional report that shows that you have followed through from finding your research questions/objectives, to completing strategic analysis, and ultimately to answering your research questions and developing recommendations that arise from your findings. The report structure will depend upon your chosen project but it will typically include the following:

- **Preliminaries:** Title page (with a clear project title), executive summary, table of contents
- **Introduction,** including: Background, problem statement, and research question(s)/objective(s)
- **Literature review:** Logically structured and critical review of academic, scholarly, peer-reviewed literature
- **Methodology**, including: Transparent presentation of what professional industry information you have used, how you chose it, and how you analysed it
- **Findings** from your analysis: This should include the outcomes of any strategic analyses you completed, as well as any other findings you may have uncovered
- **Discussion** of findings in comparison to your previously reviewed literature
- **Conclusion**, including: answering your research question(s) AND strategic recommendations
- **Reference list**
- **Appendices**

Note: Appendices are optional and should be used for supplementary material only. You must use common font (e.g. Arial, Calibri, Times New Roman, etc.) with font size 11 or 12, as well as appropriate margins and spacing.

Assessment Due Date
Week 12 Friday (2 June 2023) 11:59 pm AEST

Please submit your report as a Word document via Moodle

Return Date to Students

Results and feedback will be available in Moodle on Certification Date.

Weighting
50%

Assessment Criteria
As a Masters-level student, 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 Masters program 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 a Masters student, demonstrate an ability to research beyond this minimum standard through additional texts, journals and studies that demonstrate an ability to engage in independent research. This is an advanced level course, and accrediting bodies are also looking for evidence of independent research, so the ability to conduct this project without continually relying on your tutors and lecturers is an important part of the learning process for this unit. You should ensure that you understand the specific research that is required for each assessment piece and recognise that if you merely 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. A full list of references must be submitted as part of the assessment. Your assignment will be marked on the following criteria; detailed marking rubrics are available in Moodle:

- Critical literature review (15%)
- Methodology (15%)
- Findings from your analysis (20%)
- Discussion of findings in light of previously reviewed literature (15%)
- Conclusion, related to introduction, with recommendations (15%)
- Professional written communication (10%)
- Quality and appropriateness of references, and accuracy of referencing (10%)

Referencing Style

- American Psychological Association 7th Edition (APA 7th edition)

Submission
Online

Submission Instructions
The project report should be a Word document, and be submitted through the relevant Moodle link.

assessmentOutcome

- Apply the skills and knowledge gained from other subjects to identify a complex strategic issue relevant to organisations in the context of your profession
- Apply research skills to plan and execute an independent investigation into a complex strategic organisational problem
- Critically review, analyse and interpret current relevant literature, professional business information and publicly available secondary data
- Communicate, in a professional manner, information in an organisational context by providing recommendations that address strategic challenges and sustainability goals.

assessmentGradAttribute

- 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