



MGMT29011 Strategic Business Management and Change

Semester 1 - 2021

Profile information current as at 26/05/2022 09:28 pm

All details in this unit profile for MGMT29011 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

Businesses are at the dawn of a fourth industrial revolution, propelled by frontier technologies and robotization advances that make the production better, cheaper and faster than ever before. This new industrial revolution offers enormous opportunities for businesses to grow and gain sustainable development with potential benefits on a scale that is difficult to imagine. New technologies promise possibilities of industrial upgrading and leapfrogging. Reconfiguration of world businesses environment, cheaper transportation and communication, coupled with more efficient logistics now help businesses to establish links to new global value chains. Strategic intuitiveness and ability to quickly manage change is key to gain competitive positioning in the global context. As the capstone unit, you will integrate prior functional and interpersonal knowledge and skills acquired in previous units of the Master of Business Administration and examine strategic management processes at an advanced level in different kinds of organisations. You will use your advanced level of knowledge and skills to analyse how organisations develop future strategies which are influenced by internal and external pressures. By examining the challenges facing contemporary businesses, you will examine how strategic management concepts, frameworks and tools are used by business executives to develop a business plan and implement change in organisations. Workplace case studies will be used to demonstrate how business craft strategies and acquire resources to implement strategy and manage change effectively with positive outcomes.

Details

Career Level: *Postgraduate*

Unit Level: *Level 9*

Credit Points: 6

Student Contribution Band: 10

Fraction of Full-Time Student Load: 0.125

Pre-requisites or Co-requisites

Prerequisite: A minimum of 48 credit points from MBA units. Students enrolling in this unit must be undertaking the CL84 Master of Business Administration (International).

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 Semester 1 - 2021

- Jakarta

Attendance Requirements

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

Residential Schools

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

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

Website

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

Class and Assessment Overview

Recommended Student Time Commitment

Each 6-credit Postgraduate unit at CQUniversity requires an overall time commitment of an average of 12.5 hours of study per week, making a total of 150 hours for the unit.

Assessment Overview

1. **Group Work**

Weighting: 30%

2. **Written Assessment**

Weighting: 30%

3. **Report**

Weighting: 40%

Assessment Grading

This is a graded unit: your overall grade will be calculated from the marks or grades for each assessment task, based on the relative weightings shown in the table above. You must obtain an overall mark for the unit of at least 50%, or an overall grade of 'pass' in order to pass the unit. If any 'pass/fail' tasks are shown in the table above they must also be completed successfully ('pass' grade). You must also meet any minimum mark requirements specified for a particular assessment task, as detailed in the 'assessment task' section (note that in some instances, the minimum mark for a task may be greater than 50%). Consult the [University's Grades and Results Policy](#) for more details of interim results and final grades.

CQUniversity Policies

All University policies are available on the [CQUniversity Policy site](#).

You may wish to view these policies:

- Grades and Results Policy
- Assessment Policy and Procedure (Higher Education Coursework)
- Review of Grade Procedure
- Student Academic Integrity Policy and Procedure
- Monitoring Academic Progress (MAP) Policy and Procedure - Domestic Students
- Monitoring Academic Progress (MAP) Policy and Procedure - International Students
- Student Refund and Credit Balance Policy and Procedure
- Student Feedback - Compliments and Complaints Policy and Procedure
- Information and Communications Technology Acceptable Use Policy and Procedure

This list is not an exhaustive list of all University policies. The full list of University policies are available on the [CQUniversity Policy site](#).

Unit Learning Outcomes

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

1. Critically analyse, evaluate and discuss theoretical concepts and principles of strategic business management and change for professional practices
2. Analytically use specialised knowledge and integrated understanding of the complex nature of global business and economics and in related disciplines
3. Apply cognitive and technical skills to reflect on and synthesise complex information, problems, concepts and apply established theories and strategic frameworks to independently develop strategies and implementation plans
4. Interpret the chosen strategy and transmit ideas highlighting the effects of decisions on business performance
5. Apply knowledge and skills to demonstrate the capacity of independent thinking, expert judgement, adaptability and responsibility as a business strategist and develop a business plan.

Textbooks and Resources

Textbooks

MGMT29011

Prescribed

Crafting & Executing Strategy- The Quest for Competitive Advantage: Concepts and Cases

Edition: 22nd (2020)

Authors: Thompson, Peteraf, Gamble and Strickland

McGraw Hill

New York , NY , USA

ISBN: 987126056593-5

Binding: Paperback

[View textbooks at the CQUniversity Bookshop](#)

IT Resources

You will need access to the following IT resources:

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)

Referencing Style

No referencing style set.

Teaching Contacts

Derry Habir Unit Coordinator

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Schedule

Week 1 Contemporary Issues in Strategic Business Management and Change - 12 Jul 2021

Module/Topic

Chapter

Events and Submissions/Topic

Globalisation and changing political, social, environmental, and economic landscape affecting business strategies and planning processes.

Thompson, A.A. Peteraf, M.A; Gamble, J..E and Strickland, A.J. (2020). *Crafting and Executing Strategy- Concepts and Cases*, 22nd Edition. McGraw Hill Education, New York, Chapters 1 & 2.
 Reading 1: McKinsey & Company (2021), *Organizing for the future: Nine keys to becoming a future-ready company.*, January..

Make sure you familiarize yourself with the ENTIRE Moodle site and the documents relating to this unit. In week 1, we will discuss the shifts in business strategy and management practices in the 21st century. Moreover, we will also discuss the post-COVID-19 complexity of the business environment, the nature of global competition and the factors that influence the strategic decision-making process. In each week a case will be discussed at the workshop. Please Note: in week two, you are supposed to form groups for a case study discussion and presentation. Selected cases will be posted/referred in the Moodle site for your information. You need to be a member of a group and select a case for group work.

Week 2 Macroeconomic and Industry Environmental Factors Affecting Business Strategies and Operations - 19 Jul 2021

Module/Topic	Chapter	Events and Submissions/Topic
External environmental factors and their impact on strategic vision, mission, and the nature of competition in a particular industry/sector.	Thompson et al., (2020), Chapters 2 & 3. McKinsey & Company (2020), <i>Organizing for the Future: Why now?</i> June. Alam, Q and Chowdhury, M (20116), <i>Virgin Australia: Aim to Reposition</i> , in <i>Global Repositioning: Sustainability and Value Creation</i> , TILDE University, Press, Melbourne, chapter 17..	Crafting and executing strategy are the heart and soul of managing a business enterprise. Being a student of business administration, you need to know what is involved in the development and execution of a successful strategy. In week two, we will discuss the strategy tools that are instrumental in assessing the external factors affecting the nature of competition and identify the key challenges contemporary businesses are confronting. Read the case, Virgin Australia for class discussion (posted on the Unit Moodle site). Please Note: Questions for class discussion in week 2, will be posted on the Moodle site before week 1.

Week 3 Evaluating a Company's Resources, Capabilities, and Competitiveness - 26 Jul 2021

Module/Topic	Chapter	Events and Submissions/Topic
Evaluating a Company's Resources, Capabilities, and Competitiveness.	Thompson et al., (2020) Chapter 4. Read the cases Bunnings and Air New Zealand for class discussion.	In week 3, we will discuss issues and concepts relating to company resources and competencies. Strategy tools will be used to learn how to assess the company strengths, weaknesses, threats and opportunities. The concept of the value chain will be discussed to learn how to identify the primary and support activities that create the customer's value. .All students are required to read the case, Bunnings- continuous development of a successful formula (posted on the Moodle site) Developing core resources and capabilities at Air New Zealand (posted on the Moodle site).

Week 4 Competitive Strategies for Market Positioning - 02 Aug 2021

Module/Topic	Chapter	Events and Submissions/Topic
<p>Generic competitive strategies and the principal elements of each strategy,</p> <p>How to identify the major avenues for achieving a competitive advantage based on chosen strategies.</p> <p>How to assess the relative advantages and the pitfalls of each strategy option.</p>	<p>Thompson et al., (2020), Chapters 5 & 6.</p>	<p>In week 4, we will critically discuss various strategies that will help you learn how to analyse the benefits of different strategies, manage the value chain to create the differentiating attributes and avail opportunities to strengthen the business's competitive position in a highly globalised and constantly changing world.</p> <p>The case discussion will help you to explain why some strategies work better in certain kinds of competitive conditions, identify the major avenues for achieving a competitive advantage based on low-cost, differentiation and best-cost provider strategies.</p> <p>Read the following two cases for class discussion, prior to the workshop/tutorial:</p> <p>1. Vanguard's Path to Becoming the Low-Cost-Leader in Investment Management, Illustration Capsule 5.1, in Thompson et al., 2020., page 129.</p> <p>Canada's Goose's Focused Differentiation Strategy, Illustration Capsule 5.3, in Thompson et al., 2020., page 141.</p>

Week 5 Strategic Planning for Competing in the international Markets - 09 Aug 2021

Module/Topic	Chapter	Events and Submissions/Topic
<p>Corporate Strategies in a Constantly Changing Business Environment..</p> <p>International, Global and Multidomestic Strategies for Internationalisation of Business Operations.</p>	<p>Thompson et al., (2020), Chapters 6 & 7.</p> <p>Houseman, G (2007), Joseph Stiglitz and the Critique of Free Market Analysis, Challenge, Vol. 49, No. 2 (MARCH-APRIL 2006), pp. 52-62.</p>	<p>In week 5, we will discuss International, Global & Multidomestic Strategies to understand how to craft strategies for different markets.</p> <p>Porter's theory of national competitive advantage and Dunning's (Ownership, Location and Internalisation (OLI) theory will also be discussed to explain how and why a business chooses a particular country.</p> <p>For class discussion, read the case, Walmart's Expansion into E-Commerce via Horizontal Acquisition, Illustration Capsule 6.3, in Thompson et al. (2020, p, 166.</p> <p>Read the case, Walgreens Boots Alliance, Inc: Entering Foreign Markets. Illustration Capsule 7.1 in Thompson et al., (2020), p. 196.</p>

Vacation Week - 16 Aug 2021

Module/Topic	Chapter	Events and Submissions/Topic
No Class		

Week 6 Group Presentation - 23 Aug 2021

Module/Topic	Chapter	Events and Submissions/Topic

Group Presentation

Each group is to prepare their assigned group presentation and submit a report
All members of a group must allocate tasks and work collaboratively to make a quality presentation, Questions on cases and an outline will be posted on the Assessment 1 link on the Moodle site.

All groups will make a live group presentation) and submit a report on their chosen contemporary business/organisation.
An outline will be posted on Moodle for guidance.
Groups are required to select a business case from a list recommended by the Unit Coordinator.
Groups are required to get prior approval from the Unit Coordinator on their chosen business case.
Each group will make a 15 minutes presentation followed by Q&A.
The Unit Coordinator will moderate the presentation sessions and provide feedback on each presentation.
Each group will submit a brief report on presentation after group presentation on the Assessment 1 link on the Unit Moodle site.

Group Presentation on a Business Case and Report (Group Work 40%) Due: Week 6 Friday (27 Aug 2021) 12:00 am AEST

Week 7 Corporate Strategies for Diversification - 30 Aug 2021

Module/Topic	Chapter	Events and Submissions/Topic
Integration and Diversification Strategies, Market Entry Strategies	Thompson et al., (2020), Chapter 8. Reading: McKinsey Global Institute (2020), Risk, resilience and rebalancing in the global value chain., August. Wan, W. P (2005), Country Resource Environments, Firm Capabilities, and Corporate Diversification Strategies*, Journal of Management Studies, Vol 42:1.	.In this week, we will discuss the main features of the diversification strategies and the value-creating activities under various corporate strategies. This will help you understand and learn when and why companies consider diversifying activities to increase stakeholders satisfaction. Read the case, Harvey Norman for class discussion (posted on the Unit Moodle site).

Week 8 How to Build Business Capabilities to Execute Strategies - 06 Sep 2021

Module/Topic	Chapter	Events and Submissions/Topic
How to build institutional and resources capabilities for strategy execution (People, Culture, Structure,).	Thompson et al., (2020), Chapter 10. Pankaj Ghemawat (2018) Redefining Global Strategy, Harvard Business Review Press (Available on the Unit Moodle site)., Chapters 2 and 7.	In this week, we will discuss a framework for strategy execution, analyse how to build critical resources and capabilities and explain how to facilitate collaboration with external partners and strategic alliances. Read the class Zara's Strategy Execution Capabilities, Illustration Capsule 10.2, in Thompson et al., (2020), p. 304. Case: Management Development at Deloitte Touche Tohmatsu Limited, Illustration Capsule 10.1, in Thompson et al., (2020), p. 298.

Week 9 Managing Internal Operations to Promote Good Strategy Execution - 13 Sep 2021

Module/Topic	Chapter	Events and Submissions/Topic
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Managing Internal Organisational Activities for Strategy Implementation Thompson et al., (2020), Chapter 11.

In this week, we will discuss the importance of resource allocation, the significance of policies and practices and the approach to adopt best practices (TQM, Six Sigma, Innovation).

Discussion on Assignment 2 (Writing a Business Report).

.Read Case, IKEA's International Marketing Strategy in China, Case 22, (Thompson et al. (2020)..

Assessment 2 is due in week 9

Individual Written Assessment

Due: Week 9 Friday (17 Sept 2021)

12:00 am AEST

Week 10 Corporate Culture and Leadership - 20 Sep 2021

Module/Topic	Chapter	Events and Submissions/Topic
Importance of Corporate Culture and Leadership in strategy making and Implementation.	Thompson et al., (2020), Chapter 12. Reading: 1: Mckinsey & Company (2019), Three keys to faster, better decisions, May	In this week, we will discuss the importance of corporate culture and leadership in strategy implementation, critically analyse the key features of corporate culture and the differences between healthy culture and unhealthy culture. Read the following case for class discussion. Zara - the Jewel of Inditex's Crown, in Alam, Q, and Chowdhury, M. eds (2016). Global Repositioning: Sustainability and Value Co-creation, (posted on the Moodle site)

Week 11 Ethics, Corporate Social Responsibility, Environmental Sustainability, and Strategy - 27 Sep 2021

Module/Topic	Chapter	Events and Submissions/Topic
Ethics, Corporate Social Responsibility, and Business's Strategies in the 21st-Century.	Thompson et al., (2020), Chapter 9. McKinsey & Company (2020), From there to here: 50 years of thinking on the social responsibility of business, September.	In this week, we will discuss the definition of business ethics, the importance of ethics in modern business, and the impact of ethical standards on crafting and executing the strategy. Read the following cases for class discussion. Case: Ethical Violation at Uber and their Consequences, Illustration Capsule 9.1, in Thompson et al ..(2020), p, 268. Case: Unilever's Focus on Sustainability, Illustration Capsule 9.4, in THompson et al.. (2020), P. 282. Conflict Palm Oil and Pepsico's Ethical Dilemma, Case 31 in Thompson et al. (2018); C 422.

Week 12 Business Strategies in the Post-COVID- 19 World Economy - 04 Oct 2021

Module/Topic	Chapter	Events and Submissions/Topic
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Reconfiguration of Business Strategies in the Post-COVID-19 World Economy. Shifts in International Trade and Investment Policies.

Lee, H. and Park, D. (2020), Postcovid Asia Deglobalization, Fourth Industrial Revolution, And Sustainable Development, Singapore, 17, December 2020.
Park, D (2018), Capitalism in the 21st Century Why Global Capitalism Is Broken and How It Can Be Fixed (Asian Development Bank, Philippines), Singapore, Chapter 1..

Discuss the recent changes in the international business environment in the post -covid environment. Get feedback from the students to assess the lessons learned.

Assessment 2: Business Report is Due.in Week 12

Business Report Due: Week 12 Friday (8 Oct 2021) 12:00 am AEST

Review/Exam Week - 11 Oct 2021

Module/Topic	Chapter	Events and Submissions/Topic
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Exam Week - 18 Oct 2021

Module/Topic	Chapter	Events and Submissions/Topic
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Assessment Tasks

1 Group Presentation on a Business Case and Report (Group Work 40%)

Assessment Type

Group Work

Task Description

Task Description

Students are required to form groups in consultation with the Unit Coordinator. Each group will be given an existing business case to study. Each group needs to conduct a macro and micro business environment analysis, do research to collect the latest information on that company's business strategy, market position, and list the core competencies by using the five forces model, value chain analysis and competitors' analysis. Each group will write a short report and make a group presentation for 15 minutes. As aspiring business managers, your task and role need to reflect your understanding of the key concepts and strategy tools and apply them in analysing the case. This first assessment will require you to negotiate and assign roles as a group and submit a document responding to each question.

Group presentation - 15 minutes (20 marks).

Group report length: - 1000 words maximum (excluding preliminaries, references, appendices and tables/diagrams). (20 marks)

Groups are required to submit the presentation slides along with the written report. Assessment Due Date **Week 6**.

Groups are required to submit the presentation slides along with the written report.

Assessment Due Date

Week 6 Friday (27 Aug 2021) 12:00 am AEST

Return Date to Students

Week 9 Monday (13 Sept 2021)

Studio Feedback on the Moodle Site

Weighting

30%

Assessment Criteria

Assessment criteria

1. Introduction (A brief history of the case/ organisation, its products and competitors).
2. A macro and micro business environment analysis.
3. Identification of the core competencies by using the five forces model, value chain analysis and competitors' analysis.
4. Critical analysis of the present strategies and market position.
5. Structure of presentation and report.
6. Presentation style/communication
7. A full list of all references used in alphabetical order.

As Masters students, you are required to engage in research consistent with the Australia Quality Framework (AQF) guidelines, that establishes the standards for all CQUniversity's Masters courses. Two specific requirements need to be considered: 1. Students need to demonstrate "a body of knowledge that includes the understanding of recent developments in a discipline and/or area of professional practice", and 2. Students must demonstrate "knowledge of research principles and methods applicable to a field of work and/or learning". Each Masters unit has a number of

required readings in terms of academic texts, journals and business publications that represent the appropriate body of knowledge and recent developments referred to by the AQF. In order to demonstrate the ability to engage in appropriate research, students should read and utilise these texts and journals and publications.

As Masters students you are expected to research beyond this minimum standard through additional texts, journals and studies to demonstrate an ability to engage in independent research. Your attention is also drawn to the University's stated position on plagiarism. **THE WORK OF OTHERS, WHICH ARE INCLUDED IN THE ASSIGNMENT MUST BE ATTRIBUTED TO ITS SOURCE** (a full list of references must be submitted as part of the assessment).

Referencing Style

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

Submission Instructions

Please save and upload your file in a Word document via **the assessment link on Moodle site**

Learning Outcomes Assessed

Critically evaluate concepts and principles of international business, strategic management.

Analyse and integrate specialist knowledge pertinent to global business and economic complexity.

Apply cognitive and technical skills to reflect on and synthesise complex problems and apply strategic frameworks to develop and implement business strategies.

Communicate corporate strategy highlighting the effects of decisions on business performance.

Demonstrate business acumen using appropriate strategic and transformative frameworks in a socially responsible manner.

Graduate Attributes

- Knowledge
- Communication
- Research
- Self-management
- Ethical and Professional Responsibility
- Leadership

Submission

Online Group

Learning Outcomes Assessed

- Analytically use specialised knowledge and integrated understanding of the complex nature of global business and economics and in related disciplines
- Interpret the chosen strategy and transmit ideas highlighting the effects of decisions on business performance

Graduate Attributes

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

2 Individual Written Assessment

Assessment Type

Written Assessment

Task Description

Assessment Type :

Written Assessment

Task Description

Critically discuss business and economic features in the Post-COVID-19 environment.

Select a particular industry in Indonesia and discuss the challenges businesses in that industry are facing.

What strategic approach should companies pursue to withstand the challenges? Discuss with examples.

Please note:

Each student is required to write a critical and analytical argumentative essay on strategic business management and planning issues using contemporary concepts, theories, and models. The students will have to use their cognitive knowledge and practical case examples to develop arguments and substantiate their points of view.

As Masters students, you are required to engage in research as per the Australia Quality Framework (AQF) guidelines.

Two specific requirements need to be considered. Students need to demonstrate "a body of knowledge that includes the understanding of recent developments in the discipline and/or area of professional practice, and demonstrate

"knowledge of research principles and methods applicable to a field of work and/or learning".

Each unit in your course has a number of required weekly readings in terms of academic texts, journals and business publications that represent the appropriate body of knowledge and recent developments referred to by the AQF.

In order to demonstrate the ability to engage in appropriate research, students should read and utilise these texts and journals and publications, and as Masters students, indicate a willingness to research beyond this minimum standard through additional texts, journals, and studies that demonstrate an ability to engage in independent research. The students are required to use between 12-16 quality academic references (Academic texts, journals, reports, books etc). In order to demonstrate the ability to engage in appropriate research, students should read and utilise these texts and journals and publications, and as Masters students, indicate a willingness to research beyond this minimum standard through additional texts, journals, and studies that demonstrate an ability to engage in independent research.

A professionally written assignment using the APA referencing style

See Moodle for a more detailed assessment rubric.

Late submission and academic misconduct penalties apply as per the university regulations.

Weighting: 30%

Word limit: 2000 words

Assessment Due Date

Week 9 Friday (17 Sept 2021) 12:00 am AEST

Submit on Assessment 2 Submission link on the Moodle Site

Return Date to Students

Week 11 Friday (1 Oct 2021)

Feedback Studio

Weighting

30%

Assessment Criteria

Assessment Criteria

Ability to conduct internal and external environment analysis with the help of relevant strategic management concepts and tools

Knowledge to apply contemporary theories and debates in assessing the strategic position of a business including the use of literature to justify strategic direction and choice

Calibre of argument and critical insight to defend or justify the decision about relevant strategic choice and direction for the future

Capability to identify the challenges for strategy implementation in the Post_COVID-19 environment.

Competency to use at least TWO analytical tools to analyse the environment.

Application of themes and theories related to and including the use of literature to justify strategic direction and choice

Application and justification of relevant strategic choice and direction for the future

The use of between 12-16 quality academic references (Academic texts, journals, etc.)

Students should ensure that they understand the specific research that is required for each assessment piece and recognise that if they meet this minimum requirement,

Submission

Online

Submission Instructions

Submit on Assessment 2 submission link on the Moodle site

Learning Outcomes Assessed

- Critically analyse, evaluate and discuss theoretical concepts and principles of strategic business management and change for professional practices
- Apply cognitive and technical skills to reflect on and synthesise complex information, problems, concepts and apply established theories and strategic frameworks to independently develop strategies and implementation plans

Graduate Attributes

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

3 Business Report

Assessment Type

Report

Task Description

A STRATEGIC BUSINESS REPORT OF A CHOSEN COMPANY>

Assessment Type (Written Business Report)

Task Description

Write a strategic business report on a company. This is an individual assignment. Each student should write a business report on an existing business.

Please note: you are required to discuss with your unit coordinator before selecting a company.

Weighting: 40% weighting of the overall grade

Word limit: 2500 words maximum (excluding preliminaries, references, appendices, tables, and diagrams).

Please Note: you are required to use at least 15 quality academic references (Academic texts, journals, reports, books etc.).

Penalties apply for exceeding the word limit in the written part (1% mark will be deducted from the total mark for Assessment 2

Please read the detailed assessment guideline on the unit's Moodle page before commencing work on the assessment.

As Masters students, you are required to engage in research consistent with the Australia Quality Framework (AQF) guidelines, that establishes the standards for all CQUniversity's Masters courses. Two specific requirements need to be considered: 1. Students need to demonstrate "a body of knowledge that includes the understanding of recent developments in a discipline and/or area of professional practice", and 2. Students must demonstrate "knowledge of research principles and methods applicable to a field of work and/or learning". Each Masters unit has a number of required readings in terms of academic texts, journals and business publications that represent the appropriate body of knowledge and recent developments referred to by the AQF. In order to demonstrate the ability to engage in appropriate research, students should read and utilise these texts and journals and publications..

As Masters students, you are expected to research beyond this minimum standard through additional texts, journals and studies to demonstrate an ability to engage in independent research. Your attention is also drawn to the University's stated position on plagiarism. THE WORK OF OTHERS, WHICH ARE INCLUDED IN THE ASSIGNMENT MUST BE ATTRIBUTED TO ITS SOURCE (a full list of references must be submitted as part of the assessment).

Referencing Style:

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

Assessment Due Date

Week 12 Friday

Feedback will be provided on Feedback studio

Weighting: 40%

Assessment Due Date

Week 12 Friday (8 Oct 2021) 12:00 am AEST

Submit on the Assessment Submission link on the Moodle Site.

Return Date to Students

Weighting

40%

Assessment Criteria

1. An executive summary of the business report.
2. Introduction - overview of report structure and contents.
3. Brief overview of the company, history and context.
4. Research on macroeconomic and industry-specific factors identifying the challenges and the opportunities for the company.
5. Analysis of the resources, capabilities and competencies using strategy matrixes, tools and models.
6. Evaluation of present strategies of the company and identification of strengths that the company uses to stay competitive in the industry.
7. Discussion of implementation policies that include structure, resources, business value chain, leadership style, and marketing strategies.
8. Recommendations for future strategies for growth and sustainability.
8. Conclusion/Summary.

Submission

Online

Learning Outcomes Assessed

- Apply cognitive and technical skills to reflect on and synthesise complex information, problems, concepts and apply established theories and strategic frameworks to independently develop strategies and implementation plans
- Apply knowledge and skills to demonstrate the capacity of independent thinking, expert judgement, adaptability and responsibility as a business strategist and develop a business plan.

Graduate Attributes

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

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