

MACQUARIE
UNIVERSITY



FACULTY OF
BUSINESS AND ECONOMICS

ACCG903
Global Strategy and Leadership

Semester 2, 2011

Department of Accounting and Finance
Prepared By Melanie Seifert

**MACQUARIE UNIVERSITY
FACULTY OF BUSINESS AND ECONOMICS
UNIT GUIDE**

| | |
|---------------------------|---|
| Year and Semester: | Semester 2, 2011 |
| Unit convenor: | Melanie Seifert |
| Prerequisites: | Ethics and Governance ACCG913 Strategic Management Accounting ACCG908 Financial Reporting ACCG907 |

Global Strategy and Leadership is the capstone segment and will be the final compulsory segment for candidates as part of the CPA Program. This segment will bring together the knowledge candidates have gained from their studies of the other compulsory segments.

Students in this unit should read this unit outline carefully at the start of semester. It contains important information about the unit. If anything in it is unclear, please consult the unit convenor.

ABOUT THIS UNIT

This unit provides students with a framework and the necessary analytical tools in order to develop and implement strategy. The unit covers a number of modules which predominantly follow a rational, or traditional, analytical approach to the strategic management cycle – analysis, choice, and, implementation.

Within this approach however, concepts of culture, organizational learning, politics and power, and the way that these may impact the development and implementation of strategy, will also be discussed.

The importance of leadership within the strategic management of organisations will also be studied. A number of approaches available to leaders will be examined.

The unit uses the same prescribed material as the corresponding CPA unit. The unit is the “capstone” segment of the CPA program. A CPA examination forms a component of the assessment for this unit in addition to internal assessment components required by the MAcc program.

TEACHING STAFF

Convener: Melanie Seifert
Location: E4A Level 2
Email: melanie.seifert@mq.edu.au

CONSULTATION TIMES

Consultation available as required. Please contact your Lecturer via email.

You are encouraged to seek help at a time that is convenient to you from a staff member teaching on this unit during their regular consultation hours. In special circumstances, an appointment may be made outside regular consultation hours. Staff will not conduct any consultations by email. You may phone staff during their consultation hours.

Students experiencing significant difficulties with any topic in the unit must seek assistance immediately.

CLASSES

This unit is structured around attendance at one 3 hour class per week. The following class is offered:

| | | |
|------------------|--------|----|
| Wednesday 12-3pm | C5A301 | MS |
| Thursday 9-12pm | E7B200 | MS |

Class attendance is compulsory.

REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

Prescribed Text:

CPA Handbook *Global Strategy and Leadership* (2011) CPA Australia

Recommended Reading:

Johnson G., Scholes, K., Whittington R. (2008), *Exploring Corporate Strategy: Texts and Cases* 8th ed, Prentice Hall, Harlow, Essex.

Hubbard, G., Rice, I., Beamish, P (2008), *Strategic Management: Thinking, Analysis, Action* 3rd ed, Pearson Education Australia, Frenchs Forest.

Students can also access additional materials via CPA Online learning. Details regarding this can be obtained within the CPA program guide made available to students upon enrolment with CPA. Students are encouraged to utilise this material.

There is generally a large amount of published literature available concerning strategic management. Students are therefore also encouraged to perform their own research (eg library, internet) during the semester to further explore the content covered within the prescribed and suggested reference texts, and, in class discussion.

UNIT WEB PAGE

The unit will have a World Wide Web site accessed through Macquarie University OnlineLearning @MQ, using the following URL: <http://learn.mq.edu.au> (**this must be entered exactly**). Further technical information on the use of BlackBoard can be found at <http://online.mq.edu.au/docs/tecinf.html>.

The Website will contain important unit materials including:

- Course details—An outline of the unit
- Announcements—notices updating students on important matters regarding the unit
- Lecture slides
- Results for the mid semester exam

LEARNING OUTCOMES

The unit has a number of modules relating to the management of strategy within an organisation. These are:

- An introduction to strategy and leadership describing the **origins** and basic **approaches** to these areas
- Analysis of the **external environment** of the organisation
- The analysis of the **internal environment** including the identification of the **capabilities and stakeholders** of the organisation
- The **evaluation** and **choice** of the most appropriate strategy
- The **implementation** of the chosen strategy
- The importance of **leadership** during the various stages of strategic management

The following are the **learning outcomes** of the unit:

1. Discuss the terms strategy and leadership, their relationship, and, consider various viewpoints within these areas
2. Apply concepts such as remote environment, industry analysis, competitor and key customer analysis
3. Apply concepts such as capability analysis, stakeholder analysis and performance measurement
4. Understand the concept of gap analysis and the various options available to organisations in order to formulate and make choices about desired strategic directions
5. Discuss and illustrate the process of strategy implementation including issues relating to the transformational change process
6. Analyse the role of leaders in developing and implementing strategy
7. Be able to apply the strategy and leadership concepts learned to case analysis undertaken throughout the course, and, to a real case selected by the student in a group context
8. Assist students in developing skills in strategic thinking
9. Assist students in developing social and interpersonal skills in a group work context
10. Assist students in developing communication and presentation skills relating to strategy and strategic leadership

GRADUATE CAPABILITIES

In addition to the discipline-based learning objectives, all academic programs at Macquarie seek to develop the capabilities the University's graduates will need to

develop to address the challenges, and to be effective, engaged participants in their world. This unit contributes to this by developing the following graduate capabilities:

- 1 Discipline Specific Knowledge and Skills
- 2 Critical, Analytical and Integrative Thinking
- 3 Problem Solving and Research Capability
- 4 Creative and Innovative
- 5 Effective Communication
- 6 Engaged and Ethical Local and Global citizens
- 7 Socially and Environmentally Active and Responsible
- 8 Capable of Professional and Personal Judgement and Initiative
- 9 Commitment to Continuous Learning

TEACHING AND LEARNING STRATEGY

The unit is structured around a 3 hour session.

Lectures will provide students with the main concepts and techniques and these will cover the most significant parts of the content from the CPA Material. Students are expected to work through the material independently and to read the relevant module prior to lecture attendance. Some class discussion/activity will also be undertaken to consolidate the student's knowledge of the material covered within each week's lecture.

For each module, PowerPoint lecture notes will be placed on *Blackboard* before the class. They are NOT intended to, nor do they stand alone nor do they in any way replace compulsory lecture attendance and FULL READING OF THE CPA Modules. They are provided for your convenience.

You are not entitled to rely on notes provided by the lecturer for full study purposes nor most importantly can they be taken as being a defined indicator of CPA exam content.

Active participation in class is expected of every student. This helps clarify ideas, understanding and problem areas with the material, as well as enhancing your communication skills.

Ways to enhance your chance of success in this unit:

During 2007 the Master of Accounting program engaged in a significant research project that was designed to investigate and find ways to enhance student participation in the classroom.

Students who were interviewed during the research project stated that participating in classroom discussions, answering lecturer's questions and engaging in meaningful discussion with colleagues when directed by the lecturer:

1. assists them in retaining information and maintaining interest and concentration

2. allows them to clarify or check their understanding
3. provides opportunities to enhance and reinforce knowledge and learn from other students
4. improves their English proficiency
5. supports their development of communication skills
6. develops skills needed in professional practice

Lecturers expect students to participate in class as it:

1. provides opportunities for students to review or clarify lecture content and benefit from the experience of other students
2. assists students to think about concepts and test whether their understanding is correct
3. develops confidence in speaking
4. provides opportunities to think in a different way

The research concluded that the benefits of participation include:

- enhancing the learning process
- meeting lecturers' expectations of students
- helping to increase communication skills.

RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES

| | Assessment Task 1 | Assessment Task 2 | Assessment Task 3 | Assessment Task 4 |
|--------------|---|--|--|---|
| Title/Name | Multiple Choice Quiz | Mid Semester Examination | Group Report, Proposal & Presentation | Final Examination |
| Content Area | Weeks 1 - 3 | Weeks 1 - 7 | All weeks | All weeks |
| Description | A 30 minute quiz taken in class covering 20 multiple choice questions. It will not be an open book quiz | 3 hour examination testing understanding of concepts and techniques. Students will need to apply these to a case study. Further information regarding the format of the exam will be made available prior to the exam. It will be an open book exam | Students will work in groups of 5-6 (students will be allocated to a group in week 1) Proposal (5%) Groups are required to submit a report providing the selected company for their review and the basis for selection. See guidelines below. Report (20%) A 5000 word report is required based on an existing company. See guidelines below. Presentation (5%) A 20 minute group presentation. See guidelines below. | This is the exam conducted by CPA Australia. CPA Australia makes an amount of "pre-reading" available to students shortly before the exam (eg case material). This material will NOT be reviewed in class and lecturers will not be providing separate advice on this material. |
| Due date | Exam to be held in class in week commencing Aug 29 | Exams to be held in week commencing Sept 26 | Proposal :In class in week commencing Sept 19 | 25 October 2011 PM |

| | Assessment Task 1 | Assessment Task 2 | Assessment Task 3 | Assessment Task 4 |
|--------------------------------|--|--|---|---|
| | | | Report & Presentation: In class in week commencing Nov 7 | |
| % Weighting | 10% | 30% | 30% | 30% |
| Submission method | In Class MCQ | 3 Hour Open Book Exam | Group Report | CPA Australia Exam |
| Feedback | Student marks will be returned and the questions reviewed in the following lecture | We will post your mark on Blackboard during Week 11. Lecturers will provide feedback during class in Week 11 | Marked reports and presentations will be made available to students 2 weeks following presentations | Results issued directly from CPA Australia. Students required to submit results to Program Office |
| Learning outcomes assessed | 1 - 3 | 1 - 4 | 1 - 10 | 1 - 8 |
| Graduate capabilities assessed | 1 - 3 | 1 – 3, 5 | 1 - 9 | 1 - 9 |

Additional Assessment Guidelines: (Group Report, Proposal & Presentation)

Group Report Guidelines

Task Objective

This is a group activity for students to create a Strategic Plan for an actual organisation using the frameworks and tools learned in this unit. Students are to be creative in their approach to this task.

The company selected will have some type of “problem”, “issue” or “opportunity” where the application of the strategic management tools and techniques learned in this unit may bring significant benefits. It will be these “benefits” that you will ultimately be presenting and “selling” in your report and presentation.

Task “Audience”

The scenario is that each group is a “firm” of consultants that is to create a report to be submitted to the selected company’s CEO and senior management group.

Subject Organisation

This is at the discretion of each group. It may be either an international or Australian organisation – profit or not-for-profit. It does not need to be a publicly listed company. In the absence of close knowledge of a private company, it is recommended that a public, stock exchange listed company is used as the subject organisation as there is a far greater amount of information available (for example, see www.asx.com.au).

Your lecturer will provide a list of companies, during week 1, which **cannot** be selected for the Report.

Groups **should not** contact their chosen organisation under any circumstances and must utilise resources available to them ie websites, printed media and journals to undertake their research.

Students will be required to submit a Peer Evaluation Form (to be posted on Blackboard) in respect to the contribution made by group members. Students are encouraged to discuss the progress of their Group assessment throughout the semester with their lecturer.

Group Report Proposal Guidelines(5%)

Your group is required to provide a one page Consultants Proposal with the following headings:

- **Company Selected**, including division or segment
- **Company Background**
- **Rationale for selection**
- **Major Gaps or Issues identified**

This Proposal would be the basis for the company deciding to continue with your “firm” to continue the consultancy so should therefore be professional, accurate and compelling.

Group Report Guidelines(20%)

The report is to be 5000 words long excluding numerical data and appendices. The format (and content of the report) should comprise the following:

- **Title Page** (also include student names and IDs)
- **Table of Contents** (Pages should be numbered and referred to throughout report to enhance reading)
- **Executive Summary** (an overview of the purpose, approaches taken, findings and recommendations – no more than one page!)
- **Summary of the Current Position of the Organisation**
- **External Analysis**
- **Internal Analysis**
- **Identification and description of Strategic Gaps** (based on your analysis)
- **Options Available** (a discussion)
- **Recommended Strategy** (based on your discussion including how the strategy will close recognised gaps)
- **Implementation plan(s)** – A summary discussion by total organisation/ divisional/ functional areas (as appropriate)
- **Leadership** (style required based on change proposed)
- **References** (ie authors, publications referenced in your report; use the Harvard method)

- **Appendices** (To include detailed analysis and data with effective referencing throughout report to enhance reading)

Students should use report headings as indicated in bold. The structure of your discussion *within* each of these section headings is left to each group.

Group Report Presentation Guidelines (5%)

Each group is to present a summary of their group findings. In effect, it will be an “executive summary” of the group’s work. Only 20 minutes is allocated to this task so students will need to be very precise in the way they communicate their group’s work and recommendations.

As indicated above, this report is prepared by your group (a group of consultants) and you therefore will need to present your findings to the CEO and senior management group of the client firm (your lecturer and colleague students)

Each student does NOT need to present. For example, a student may have undertaken a lot of the preparation for this presentation (eg powerpoint slides) and so does not present. However, it is expected that at least 4 students from the group participate within the actual presentation.

All presentation materials need to be handed to your lecturer at the conclusion of the presentation.

Other Assessment Information:

- There is no acceptance of late submissions. If any assessment task is not undertaken you must contact the unit convenor as soon as practicable.
- Examinations

A mid semester examination is included as an assessment task for this unit to provide assurance that:

- i) the product belongs to the student and
- ii) the student has attained the knowledge and skills tested in the exam.

A 3 hour mid semester examination for this unit will be held during the University Examination period in the week commencing Sept 26th 2011. The date and time will be advised to students as soon as is available.

A final examination is included as an assessment task for this unit to provide assurance that:

- iii) the product belongs to the student and
- iv) the student has attained the knowledge and skills tested in the exam.

The final examination is conducted by CPA Australia and will be held on 25 October 2011 PM. You must pass the final examination conducted by CPA Australia to pass this unit.

The only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for Special Consideration. The University's policy on special consideration process is available at

http://www.mq.edu.au/policy/docs/special_consideration/policy.html

If a Supplementary Examination is granted as a result of the Special Consideration process the examination will be scheduled after the conclusion of the official examination period. (Individual Faculties may wish to signal when the Faculties' Supplementary Exams are normally scheduled.)

The Macquarie university examination policy details the principles and conduct of examinations at the University. The policy is available at:

<http://www.mq.edu.au/policy/docs/examination/policy.htm>

ACADEMIC HONESTY

The nature of scholarly endeavour, dependent as it is on the work of others, binds all members of the University community to abide by the principles of academic honesty. Its fundamental principle is that all staff and students act with integrity in the creation, development, application and use of ideas and information. This means that:

- all academic work claimed as original is the work of the author making the claim
- all academic collaborations are acknowledged
- academic work is not falsified in any way
- when the ideas of others are used, these ideas are acknowledged appropriately.

Further information on the academic honesty can be found in the Macquarie University Academic Honesty Policy at

http://www.mq.edu.au/policy/docs/academic_honesty/policy.html

GRADES

Macquarie University uses the following grades in coursework units of study:

HD –High Distinction

D – Distinction

CR – Credit

P – Pass

F – Fail

Grade descriptors and other information concerning grading are contained in the Macquarie University Grading Policy which is available at:

<http://www.mq.edu.au/policy/docs/grading/policy.html>

All final grades in the Department of Accounting and Corporate Governance are determined by a grading committee and are not the sole responsibility of the Unit Coordinator.

Students will be awarded one of these grades plus a Standardised Numerical Grade (SNG). The SNG is not necessarily a summation of the individual assessment components.

The final grade and SNG that are awarded reflect the corresponding grade descriptor in the Grading Policy.

In addition, there is a requirement to pass the final examination to be awarded a final grade of a Pass or a higher grade.

GRADING APPEALS AND FINAL EXAMINATION SCRIPT VIEWING

If, at the conclusion of the unit, you have performed below expectations, and are considering lodging an appeal of grade and/or viewing your final exam script please refer to the following website which provides information about these processes and the cut off dates in the first instance. Please read the instructions provided concerning what constitutes a valid grounds for appeal before appealing your grade.

http://www.businessandconomics.mq.edu.au/for/new_and_current_students/undergraduate/admin_central/grade_appeals.

SPECIAL CONSIDERATION

The University is committed to equity and fairness in all aspects of its learning and teaching. In stating this commitment, the University recognises that there may be circumstances where a student is prevented by unavoidable disruption from performing in accordance with their ability. A special consideration policy exists to support students who experience serious and unavoidable disruption such that they do not reach their usual demonstrated performance level. The policy is available at: http://www.mq.edu.au/policy/docs/special_consideration/procedure.html

STUDENT SUPPORT SERVICES

Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at <http://www.student.mq.edu.au>.

IT CONDITIONS OF USE

Access to all student computing facilities within the Faculty of Business and Economics is restricted to authorised coursework for approved units. At all times, student ID cards must be displayed in the locations provided.

Students are expected to act responsibly at all times when utilising University IT facilities. The following regulations apply to the use of computer labs and online services:

- Accessing inappropriate web sites, or downloading inappropriate material, are not permitted, material that is not related to coursework in units authorised to use these facilities is deemed inappropriate.
- Downloading copyright material without permission from the copyright owner is illegal, and strictly prohibited. Students detected undertaking such activities will face disciplinary action, which may possibly result in criminal proceedings.

Non-compliance with these conditions may result in disciplinary action without further notice.

Students must use their Macquarie University email addresses to communicate with staff as it is University policy that the University issued email account is used for official University communication.

Appendix - Lecture Timetable

| Week/Date | Topic/Content | CPA Reading: CPA Handbook |
|---|---|------------------------------|
| Week 1 Week commencing Monday Aug 8 | <p>An Introduction to Strategy & Leadership</p> <ul style="list-style-type: none"> - Introduction - Review of Unit Guide - Establishment of Groups for Group Assessment - Origins and approaches of strategy - The strategy process - The Levels of Strategy - Leadership - Ethics | Module 1 |
| Week 2 Week commencing Monday Aug 15 | <p>Understanding the External Environment</p> <ul style="list-style-type: none"> - External Environment Analysis - Remote and Industry analysis - Understanding customers and markets - The basis of competition | Module 2 |
| Week 3 Week commencing Monday Aug 22 | <p>Understanding the Internal Environment</p> <ul style="list-style-type: none"> - Identifying existing strategy (Corporate/Business) - Key stakeholder requirements - Five questions (5Qs) approach - Other Strategy considerations - Measuring performance - Strategic Capabilities - Gap Analysis | Module 3 |
| Week 4 Week commencing Monday Aug 29 | <p>Multiple Choice Quiz (10% of assessment)</p> <p>Workshop Session</p> <ul style="list-style-type: none"> - Remainder of session available for work on Group Reports | In Class |

| | | |
|--|--|--------------------|
| <p>Week 5 Week commencing Monday Sept 5</p> | <p>Product and Market Development</p> <ul style="list-style-type: none"> - Product and market options - New Product Development - New Market Development - Development of new geographic markets - Accounting Issues in global strategy - Common modes of entry into new geographic markets | <p>Module 4</p> |
| <p>Week 6 Week commencing Monday Sept 12</p> | <p>Making Strategic Choices</p> <ul style="list-style-type: none"> - Evaluating Options - Product and market evaluation criteria - Risk Assessment - Evaluating Strategic Options - Making recommendations to Decision Makers | <p>Module 5</p> |
| <p>Week 7 Week commencing Monday Sept 19</p> | <p>Group Report Proposal (5%) due at the start of the class</p> <p>Strategy, Leadership and Communication</p> <ul style="list-style-type: none"> - A session conducted by CME to assist students with case studies and presentations within the strategic management process | <p>CME Session</p> |
| <p>Week 8 Week commencing Monday Sept 26</p> | <p>No Classes</p> <p>MID SEMESTER BREAK</p> <p>Mid Semester Exam (30%) will be held during the mid semester break. The date will be advised.</p> | |
| <p>Week 9 Week commencing Monday Oct 3</p> | <p>No Classes</p> <p>MID SEMESTER BREAK</p> | |
| <p>Week 10 Week commencing Monday Oct 10</p> | <p>Leadership and Implementing Strategy</p> <ul style="list-style-type: none"> - Challenges of Implementation - How to Implement Strategy – the 7S model - Leadership and the implementation of strategy - Future Challenges | <p>Module 6</p> |

| | | |
|--|---|----------|
| Week 11 Week commencing Monday Oct 17 | Case Study practice session – In class non assessable case review | |
| Week 12 Week commencing Monday Oct 24 | No Classes CPA Exam Period | |
| Week 13 Week commencing Monday Oct 31 | No Classes CPA Exam Period | |
| Week 14 Week commencing Monday Nov 7 | Group Report and Presentation (25%) - Report Due this week | In Class |
| Week 15 Week commencing Monday Nov 14 | Group Report and Presentation cont. | In Class |