



FACULTY OF  
BUSINESS AND ECONOMICS

**Department of Accounting and Finance**

**MASTER OF ACCOUNTING  
(CPA EXTENSION)**

**UNIT GUIDE**

**ACCG903**

**CPA – Business Strategy & Leadership**

**Semester 1 2010**

Unit Convenor: Melanie Seifert

Department of Accounting & Finance [www.accg.mq.edu.au](http://www.accg.mq.edu.au)  
Master of Accounting [www.accg.mq.edu.au/postgraduate/quicklinks](http://www.accg.mq.edu.au/postgraduate/quicklinks)

**MACQUARIE UNIVERSITY  
DIVISION OF BUSINESS and ECONOMICS  
UNIT GUIDE**

**Year and Semester:** 2010, 1

**Unit Convener:** Melanie Seifert

**Prerequisites:**

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

CPA students must complete 4 compulsory segments and 2 elective segments from the CPA subjects. Business Strategy is a compulsory segment.

**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

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## CLASSES

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

Thursday 9-12	E7B200	MS
Thursday 6-9	C5A301	CS
Friday 6-9	E7B200	EB

You ***MUST*** attend only the class in which you are registered.

Changes will only be permitted if vacancies exist within classes. No further changes will be allowed after the end of Week 1. Please do not email or ask academic staff for class changes after this time.

**Class attendance is compulsory.**

## REQUIRED AND SUGGESTED TEXTS AND/OR MATERIALS

### Prescribed Text:

**CPA Handbook CPA113 *Business Strategy and Leadership* (2009) CPA Australia**

### Suggested References:

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

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

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 OBJECTIVES AND 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

There is also a case study module that applies the above strategic approaches in a practical context.

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 a major case study made available within the material, 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

#### **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 lecturer provided notes 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 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 Summary

<b>Assessment Task</b>	<b>Weight</b>	<b>Due Date</b>	<b>Brief description</b>	<b>Linked unit outcome</b>
Multiple Choice Quiz	10%	In Class Week commencing 8 March	Covers: Weeks 1-4	1-3
Mid semester examination	30%	Saturday, 27 March	Covers: Weeks 1-6	1 - 4
Group Report Proposal	5%	In Class week commencing 5 April	Covers: Weeks 1-6	1 - 9
Final examination	30%	As per CPA timetable	Covers: All weeks	1 - 8
Group Report and Presentation	25% - report 15% - pres. 10%	In Class week commencing 17 May	Covers: All weeks	1 - 10

### Assessment Overview

#### Multiple Choice Quiz

<b>Content Area</b>	Weeks 1 to 4
<b>Description</b>	A 30 minute quiz taken in class covering 20 multiple choice questions.  It will <b>not</b> be an open book quiz
<b>Feedback</b>	Student marks will be returned and the questions reviewed in the following lecture.

#### Mid Semester Examination

<b>Content Area</b>	Weeks 1 to 6
<b>Description</b>	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 <b>will be</b> an open book exam
<b>Feedback</b>	We will post your mark in Blackboard during Week 10. Lecturers will also provide feedback on results in-class during Week 11.

### **Group Report Proposal**

<b>Content Area</b>	Weeks 1 - 6
<b>Description</b>	Groups are required to submit a report providing the selected company for their review and the basis for selection. Details provided below in Group Report Guidelines.

### **Final Examination**

<b>Content Area</b>	All weeks
<b>Description</b>	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.

### **Group report and presentation**

<b>Content Area</b>	All weeks
<b>Description</b>	<ul style="list-style-type: none"><li>- Students will work in groups of 5-6 (students will be allocated to a group in week 1)</li><li>- A 5000 word report is required (plus relevant attachments) consisting of a strategic plan created by your group based on an existing company. See guidelines below.</li><li>- A 20 minute group presentation. See guidelines below.</li></ul>
<b>Feedback</b>	Marked reports and presentations will be made available to students after finalisation of unit grades.

### **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](http://www.asx.com.au)).

## **Group Report Proposal**

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.

## **The Report**

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)
- **Implementation plan(s)** – A summary discussion by total organisation/ divisional/ functional areas (as appropriate)
- **Leadership**
- **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**

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.

### **PLAGIARISM**

The University defines plagiarism in its rules: "Plagiarism involves using the work of another person and presenting it as one's own." Plagiarism is a serious breach of the University's rules and carries significant penalties. You must read the University's practices and procedures on plagiarism. These can be found in the *Handbook of Undergraduate Studies* or on the web at: <http://www.student.mq.edu.au/plagiarism/>

The policies and procedures explain what plagiarism is, how to avoid it, the procedures that will be taken in cases of suspected plagiarism, and the penalties if you are found guilty. Penalties may include a deduction of marks, failure in the unit, and/or referral to the University Discipline Committee.

### **UNIVERSITY POLICY ON GRADING**

Academic Senate has a set of guidelines on the distribution of grades across the range from fail to high distinction. Your final result will include one of these grades plus a standardised numerical grade (SNG).

On occasion your raw mark for a unit (i.e., the total of your marks for each assessment item) may not be the same as the SNG which you receive. Under the Senate guidelines, results may be scaled to ensure that there is a degree of comparability across the university, so that units with the same past performances of their students should achieve similar results.

It is important that you realise that the policy does not require that a minimum number of students are to be failed in any unit. In fact it does something like the opposite, in requiring examiners to explain their actions if more than 20% of students fail in a unit.

The process of scaling does not change the order of marks among students. A student who receives a higher raw mark than another will also receive a higher final scaled mark.

For an explanation of the policy see <http://www.mq.edu.au/senate/MQUonly/Issues/Guidelines2003.doc> or <http://www.mq.edu.au/senate/MQUonly/Issues/detailedguidelines.doc>.

## **STUDENT SUPPORT SERVICES**

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

### Appendix - Lecture Timetable

Week/Date	Topic/Content	Reading
<b>Week 1</b> <b>Week commencing</b> <b>Monday</b> <b>Feb 8</b>	<b>An Introduction to the Business Strategy &amp; Leadership Course</b> <ul style="list-style-type: none"> <li>- Introduction</li> <li>- Review of Unit Guide</li> <li>- Review of Case Studies ( Module 7 Part A &amp; B)</li> </ul>	
<b>Week 2</b> <b>Week commencing</b> <b>Monday</b> <b>Feb 15</b>	<b>An Introduction to Strategy and Leadership</b> <ul style="list-style-type: none"> <li>- Origins and approaches of strategy</li> <li>- The strategy process</li> <li>- The Levels of Strategy</li> <li>- Leadership</li> <li>- Ethics</li> </ul>	Module 1
<b>Week 3</b> <b>Week commencing</b> <b>Monday</b> <b>Feb 22</b>	<b>Analysing the External Environment</b> <ul style="list-style-type: none"> <li>- Defining the Industry</li> <li>- Remote and Industry analysis</li> <li>- Industry Life Cycle</li> <li>- Market analysis</li> <li>- Competitor and Key Customer analysis</li> </ul>	Module 2
	- Case Study A: Task 1 (a – g)	Module 7
<b>Week 4</b> <b>Week commencing</b> <b>Monday</b> <b>Mar 1</b>	<b>Analysing the Internal Environment</b> <ul style="list-style-type: none"> <li>- Identifying existing business strategy</li> <li>- Key stakeholders</li> <li>- Identifying corporate strategy</li> <li>- Identifying Strategic Capabilities</li> <li>- Measuring performance</li> </ul>	Module 3
	- Case Study A: Task 1 (h – k)	Module 7
<b>Week 5</b> <b>Week commencing</b> <b>Monday</b> <b>Mar 8</b>	<b>Multiple Choice Quiz (10% of assessment)</b>  <b>Workshop Session</b> <ul style="list-style-type: none"> <li>- Session available for work on Group Reports</li> </ul>	In Class

<p><b>Week 6 Week commencing Monday Mar 15</b></p>	<p><b>Formulating Strategy</b></p> <ul style="list-style-type: none"> <li>- Gap analysis</li> <li>- Business strategic options</li> <li>- Corporate strategy and its formulation</li> <li>- Strategic decision making</li> <li>- Leadership and strategy formulation</li> </ul> <p>- Case Study A: Tasks 2 &amp; 3</p>	<p>Module 4</p> <p>Module 7</p>
<p><b>Week 7 Week commencing Monday Mar 22</b></p>	<p><b>No Classes</b></p> <p><b>MID SEMESTER EXAM</b></p> <p><b>Saturday 27 March 2010</b></p>	
<p><b>Week 8 Week commencing Monday Mar 29 *</b></p>	<p><b>Workshop Session</b></p> <ul style="list-style-type: none"> <li>- Session available for work on Group Reports</li> </ul>	
<p><b>Week 9 Week commencing Monday April 5</b></p>	<p><b>Group Report Proposal</b> due at the start of the class</p> <p><b>Strategy, Leadership and Communication</b></p> <ul style="list-style-type: none"> <li>- A session conducted by CME to assist students with communication in the strategic management process</li> </ul>	<p>CME Session</p>
<p><b>Week 10 Week commencing Monday April 12</b></p>	<p><b>Implementing Strategy</b></p> <ul style="list-style-type: none"> <li>- Challenges of Implementation</li> <li>- 7S model</li> <li>- Organisational Design</li> <li>- The politics of implementation</li> </ul> <p>- Case Study B: Tasks 1,2 &amp; 3</p>	<p>Module 5</p> <p>Module 7</p>

\* Note for Friday Class – There will be no class on Good Friday April 2.

<b>Week 11</b> <b>Week commencing</b> <b>Monday</b> <b>April 19</b>	<b>Leadership and the Strategic Process</b>  <ul style="list-style-type: none"> <li>- The nature of strategic leadership</li> <li>- Transformational leadership</li> <li>- The role of leaders in strategic thinking</li> <li>- The role of leaders in strategic analysis</li> <li>- The role of leaders in setting direction</li> <li>- The role of leaders in strategy formulation</li> <li>- The role of leaders in implementing strategy</li> </ul> - Case Study B: Task 4	Module 6         Module 7
<b>Week 12</b> <b>Week commencing</b> <b>Monday</b> <b>April 26</b>	<b>Case Study</b>  - Chasseur Chickens & Notting Foods Case Review  <b>Case Study practice session</b>  – In class non assessable case review	Module 7
<b>Week 13</b> <b>Week commencing</b> <b>Monday</b> <b>May 3</b>	<b>No Classes</b>  <b>CPA Exam Period</b>	
<b>Week 14</b> <b>Week commencing</b> <b>Monday</b> <b>May 10</b>	<b>No Classes</b>  <b>CPA Exam Period</b>	
<b>Week 15</b> <b>Week commencing</b> <b>Monday</b> <b>May 17</b>	<b>Group Report and Presentation</b> - Report Due this week	In Class
<b>Week 16</b> <b>Week commencing</b> <b>Monday</b> <b>May 24</b>	<b>Group Report and Presentation cont.</b>	In Class