ACCG8303

CPA - Global Strategy and Leadership

Session 2, Special circumstance 2020

Department of Accounting & Corporate Governance

Contents

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Notice

As part of Phase 3 of our return to campus plan, most units will now run tutorials, seminars and other small group learning activities on campus for the second half-year, while keeping an online version available for those students unable to return or those who choose to continue their studies online.

To check the availability of face-to-face and online activities for your unit, please go to timetable viewer. To check detailed information on unit assessments visit your unit's iLearn space or consult your unit convenor.

General Information

Unit convenor and teaching staff
Convenor
Melanie Seifert
melanie.seifert@mq.edu.au
Contact via Email
Consultation time: Tuesday 2-3pm

Moderator
Rahat Munir
rahat.munir@mq.edu.au
Contact via Email

Credit points
10

Prerequisites
(ACCG907 or ACCG8307) and (ACCG908 or ACCG8308) and (ACCG913 or ACCG8313)

Corequisites

Co-badged status

Unit description
This unit provides extended formal academic support to students concurrently enrolled in the Global Strategy and Leadership unit of the CPA program. Specifically, 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. A number of approaches available to leaders will be examined.

Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at https://www.mq.edu.au/study/calendar-of-dates

Learning Outcomes

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

> **ULO1:** Apply understanding of strategy and leadership concepts to business case scenarios

ULO2: Apply concepts of a) remote environment, b) industry analysis, c) competitor and key customer analysis, d) capability analysis, e) stakeholder analysis and performance measurement to implement strategies for leadership functions

ULO3: Analyse the role of leaders in developing and implementing strategy and be able to apply the strategy and leadership concepts learned to case scenarios

ULO4: Develop professional skills and capabilities in strategic thinking

ULO5: Develop communication and presentation skills relating to strategy and strategic leadership

Assessment Tasks

Name	Weighting	Hurdle	Due
CPA External Exam	30%	No	14.10.20 - 2.11.20
Class Test 2	35%	No	WKB 28.09.20
Class test 1	20%	No	WKB 17.08.20
Class Participation	15%	No	All Weeks

CPA External Exam

Assessment Type [1]: Examination
Indicative Time on Task [2]: 20 hours
Due: **14.10.20 - 2.11.20**
Weighting: **30%**

Examination administered by CPA Australia. CPA Australia will advice on the format and topics included in the final exam. Students need to achieve at least a PASS mark in this CPA external examination. If students do not pass this CPA examination, students will not pass this unit.

On successful completion you will be able to:

- Apply understanding of strategy and leadership concepts to business case scenarios
- Apply concepts of a) remote environment, b) industry analysis, c) competitor and key customer analysis, d) capability analysis, e) stakeholder analysis and performance measurement to implement strategies for leadership functions
- Develop professional skills and capabilities in strategic thinking

Class Test 2

Assessment Type [1]: Quiz/Test
Indicative Time on Task [2]: 30 hours
Due: **WKB 28.09.20**
Weighting: **35%**

An online computer exam, mirroring the CPA exam conditions and length, will be conducted on line at home. This test is designed to provide feedback to students on their level of understanding of key topics and concepts covered and to identify any learning challenges or areas of difficulties.

On successful completion you will be able to:
- Apply understanding of strategy and leadership concepts to business case scenarios
- Apply concepts of a) remote environment, b) industry analysis, c) competitor and key customer analysis, d) capability analysis, e) stakeholder analysis and performance measurement to implement strategies for leadership functions
- Develop professional skills and capabilities in strategic thinking

Class test 1

Assessment Type [1]: Quiz/Test
Indicative Time on Task [2]: 15 hours
Due: **WKB 17.08.20**
Weighting: **20%**

An online class test comprising of multiple choice questions and written response questions will be conducted during class time. This test is designed to provide feedback to students on their level of understanding of key topics and concepts covered and to identify any learning challenges or areas of difficulties.

On successful completion you will be able to:
- Apply understanding of strategy and leadership concepts to business case scenarios
- Apply concepts of a) remote environment, b) industry analysis, c) competitor and key customer analysis, d) capability analysis, e) stakeholder analysis and performance measurement to implement strategies for leadership functions
- Develop professional skills and capabilities in strategic thinking

Class Participation

Assessment Type [1]: Participatory task
Indicative Time on Task [2]: 13.5 hours
Due: **All Weeks**
Weighting: **15%**

Students are required to prepare and submit weekly homework submissions which are graded, and attend and actively participate in online class. Class participation is designed to encourage and help students achieve the learning outcomes of this unit.

On successful completion you will be able to:
- Apply understanding of strategy and leadership concepts to business case scenarios
- Apply concepts of a) remote environment, b) industry analysis, c) competitor and key customer analysis, d) capability analysis, e) stakeholder analysis and performance measurement to implement strategies for leadership functions
- Analyse the role of leaders in developing and implementing strategy and be able to apply the strategy and leadership concepts learned to case scenarios
- Develop professional skills and capabilities in strategic thinking
- Develop communication and presentation skills relating to strategy and strategic leadership

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[1] If you need help with your assignment, please contact:

- the academic teaching staff in your unit for guidance in understanding or completing this type of assessment
- the Writing Centre for academic skills support.

[2] Indicative time-on-task is an estimate of the time required for completion of the assessment task and is subject to individual variation

Delivery and Resources

Required Text:	Prescribed Text:
	CPA Handbook *Global Strategy and Leadership* (2020) CPA Australia

Unit Web Page:	Course material is available on the learning management system (iLearn). The web page for this unit can be found at http://ilearn.mq.edu.au. Ensure that you have regular access to technology that has reliable connectivity to the internet. • The Webpage 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
Technology Used and Required:	
Delivery Format and Other Details:	**Classes** This unit is structured around attendance at one 3 hour class per week. A link to the timetable can be found here : http://timetables.mq.edu.au **Class attendance is compulsory.**
Recommended Readings:	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.
Other Course Materials:	

Teaching and Learning Activities

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 *iLearn* 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.

Students are required to ensure that they meet the requirements of Assessment 3 to receive class participation marks. Activities will be undertaken that will require students to complete tasks prior to, during and post class attendance.

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 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.

Unit Schedule

UNIT DIARY   ACCG8303 CPA – Global Strategy and Leadership – Session 2 2020

Week	Class/ Date	Topic	Module	Other information

W1	Class 1 Week start 27.07.20	**An Introduction to Strategy & Leadership**	**Module 1**	Introduction Review of Unit Guide
W2	Class 2 Week start 03.08.20	**Understanding the External Environment**	**Module 2**	
W3	Class 3 Week start 10.08.20	**Understanding the Internal Environment**	**Module 3**	
W4	Class 4 Week start 17.08.20	**Class Test 1** WKB 17.08.20 Time and structure to be advised on iLearn	**Class Test 1**	**In Class Test 1 (20%)** will cover modules 1-3 and will be 90 minutes duration.
W5	Class 5 Week start 24.08.20	**Product and Market Development**	**Module 4**	
W6	Class 6 Week start 31.08.20	**Developing the strategy**	**Module 5**	
W7	Class 7 Week start 07.09.20	**Strategy Implementation and Leadership**	**Module 6**	
W8	Class 8 Week start 14.09.20	**Leadership and Decision Making**	**Module 7**	
W9	Class 9 Week start 21.09.20	**Mock Exam #1**		

W10	Class 10 Week start 28.9.20	Class Test 2 – 35% of marks – test is compulsory.	Class Test 2	On line exam **35% of total marks.** See iLearn for date, time and structure.
W11	Class 11 Week start 05.10.20	**Class Test review** and Exam techniques discussion.	MQ Exam review & revision	**IMPORTANT CLASS YOU MUST ATTEND**
W12	Class 12 Week start 12.10.20	**Review Session**. An opportunity for students to have additional practice and support for the upcoming CPA exam.		
W13 W14	No Classes	Final (CPA Australia) Exam – CPA Exam period commences Wed 14 October – Mon 2 Nov 2020		CPA Australia EXAM 30% of total marks **You must personally check ALL exam details** with CPA Australia

Policies and Procedures

Macquarie University policies and procedures are accessible from Policy Central (https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- Academic Appeals Policy
- Academic Integrity Policy
- Academic Progression Policy
- Assessment Policy
- Fitness to Practice Procedure
- Grade Appeal Policy
- Complaint Management Procedure for Students and Members of the Public
- Special Consideration Policy *(**Note:** The Special Consideration Policy is effective from 4 December 2017 and replaces the Disruption to Studies Policy.)*

Students seeking more policy resources can visit the Student Policy Gateway (https://students.mq.edu.au/support/study/student-policy-gateway). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

If you would like to see all the policies relevant to Learning and Teaching visit Policy Central (https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central).

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: https://students.mq.edu.au/study/getting-started/student-conduct

Results

Results published on platform other than eStudent, (eg. iLearn, Coursera etc.) or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in eStudent. For more information visit ask.mq.edu.au or if you are a Global MBA student contact globalmba.support@mq.edu.au

Student Support

Macquarie University provides a range of support services for students. For details, visit http://students.mq.edu.au/support/

Learning Skills

Learning Skills (mq.edu.au/learningskills) provides academic writing resources and study strategies to help you improve your marks and take control of your study.

- Getting help with your assignment
- Workshops
- StudyWise
- Academic Integrity Module

The Library provides online and face to face support to help you find and use relevant information resources.

- Subject and Research Guides
- Ask a Librarian

Student Services and Support

Students with a disability are encouraged to contact the Disability Service who can provide appropriate help with any issues that arise during their studies.

Student Enquiries

For all student enquiries, visit Student Connect at ask.mq.edu.au

If you are a Global MBA student contact globalmba.support@mq.edu.au

IT Help

For help with University computer systems and technology, visit http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/.

When using the University's IT, you must adhere to the Acceptable Use of IT Resources Policy.

The policy applies to all who connect to the MQ network including students.