ACCG8303
CPA - Global Strategy and Leadership
Session 1, Online-scheduled-weekday 2022
Department of Accounting and Corporate Governance

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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 activities on campus, and most will keep an online version available to those students unable to return or those who choose to continue their studies online.

To check the availability of face-to-face 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.

https://unitguides.mq.edu.au/unit_offerings/153812/unit_guide/print
**General Information**

Unit convenor and teaching staff
Leisa Henness
leisa.henness@mq.edu.au

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](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
General Assessment Information

Late submissions of assessments Unless a Special Consideration request has been submitted and approved, no extensions will be granted. There will be a deduction of 10% of the total available assessment-task marks made from the total awarded mark for each 24-hour period or part thereof that the submission is late. Late submissions will only be accepted up to 96 hours after the due date and time.

No late submissions will be accepted for timed assessments – e.g., quizzes, online tests.

<table>
<thead>
<tr>
<th>Submission time after the due date (including weekends)</th>
<th>Penalty (% of available assessment task mark)</th>
<th>Example: for a non-timed assessment task marked out of 30</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 24 hours</td>
<td>10%</td>
<td>10% x 30 marks = 3 mark deduction</td>
</tr>
<tr>
<td>24-48 hours</td>
<td>20%</td>
<td>20% x 30 marks = 6 mark deduction</td>
</tr>
<tr>
<td>48-72 hours</td>
<td>30%</td>
<td>30% x 30 marks = 9 mark deduction</td>
</tr>
<tr>
<td>72-96 hours</td>
<td>40%</td>
<td>40% x 30 marks = 12 mark deduction</td>
</tr>
<tr>
<td>&gt; 96 hours</td>
<td>100%</td>
<td>Assignment won't be accepted</td>
</tr>
</tbody>
</table>

Special Consideration

To request an extension on the due date/time for a timed or non-timed assessment task, you must submit a Special Consideration application. An application for Special Consideration does not guarantee approval.

The approved extension date for a student becomes the new due date for that student. The late submission penalties above then apply as of the new due date

IMPORTANT NOTES:

Where students do not attain at least 32/70 marks for the Macquarie University Assessment (Class Test 1, Class Test 2 and Class Participation), an overall Fail grade will apply.

The CPA exam is a hurdle exam. Students must pass the CPA exam to pass the overall unit.

Assessment Tasks

<table>
<thead>
<tr>
<th>Name</th>
<th>Weighting</th>
<th>Hurdle</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class Participation</td>
<td>15%</td>
<td>No</td>
<td>Ongoing- all weeks</td>
</tr>
</tbody>
</table>
### Class Participation

**Assessment Type**: Participatory task  
**Indicative Time on Task**: 13.5 hours  
**Due**: Ongoing - 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

### Class Test 1

**Assessment Type**: Quiz/Test  
**Indicative Time on Task**: 15 hours  
**Due**: 21 February 2022  
**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 Test 2
Assessment Type 1: Quiz/Test
Indicative Time on Task 2: 30 hours
Due: 28 March 2022
Weighting: 35%

An online computer exam, mirroring the CPA exam conditions and length, will be conducted online 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

CPA External Exam
Assessment Type 1: Examination
Indicative Time on Task 2: 20 hours
Due: CPA Exam Period (7-24 April 2022)
Weighting: 30%
This is a hurdle assessment task (see assessment policy for more information on hurdle assessment tasks)

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

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 Learning Skills Unit 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

<table>
<thead>
<tr>
<th>Required Text:</th>
<th>Prescribed Text:</th>
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<tbody>
<tr>
<td></td>
<td><strong>CPA Handbook Global Strategy and Leadership (2021) CPA Australia</strong></td>
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</table>

<table>
<thead>
<tr>
<th>Unit Web Page:</th>
<th>Course material is available on the learning management system (iLearn). The web page for this unit can be found at <a href="http://ilearn.mq.edu.au">http://ilearn.mq.edu.au</a>. Ensure that you have regular access to technology that has reliable connectivity to the internet.</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>• The Webpage will contain important unit materials including:</td>
</tr>
<tr>
<td></td>
<td>• Course details—an outline of the unit</td>
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<td></td>
<td>• Announcements—notices updating students on important matters regarding the unit</td>
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<td></td>
<td>• Lecture slides</td>
</tr>
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<td></td>
<td>• Homework requirements</td>
</tr>
<tr>
<td></td>
<td>• Results for Class Test 1 and Class Test 2</td>
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<td></td>
<td>• Practice opportunities</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Technology Used and Required:</th>
<th>Students must have access to iLearn</th>
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</table>

<table>
<thead>
<tr>
<th>Delivery Format and Other Details:</th>
<th>Classes</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>This unit is structured around attendance at one 3 hour class per week. A link to the timetable can be found here: <a href="http://timetables.mq.edu.au">http://timetables.mq.edu.au</a></td>
</tr>
<tr>
<td></td>
<td>Class attendance is compulsory.</td>
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</table>
Recommended Readings:


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:

All materials required are referenced on iLearn

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 the participation assessment 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 SCHEDULE  ACCG8303 CPA – Global Strategy and Leadership – Session 1 2022**

<table>
<thead>
<tr>
<th>Week</th>
<th>Class/ Date</th>
<th>Topic</th>
<th>Module</th>
<th>Other information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wk1</td>
<td>Class 1 24 January</td>
<td>An Introduction to Strategy &amp; Leadership</td>
<td>Module 1</td>
<td>Introduction Review of Unit Guide</td>
</tr>
<tr>
<td>Wk2</td>
<td>Class 2 31 January</td>
<td>Understanding the External Environment</td>
<td>Module 2</td>
<td></td>
</tr>
<tr>
<td>Wk3</td>
<td>Class 3 7 February</td>
<td>Understanding the Internal Environment</td>
<td>Module 3</td>
<td></td>
</tr>
<tr>
<td>Wk4</td>
<td>Class 4 14 February</td>
<td>Product, Service and Market Development</td>
<td>Module 4</td>
<td></td>
</tr>
<tr>
<td>Wk</td>
<td>Class</td>
<td>Topic</td>
<td>Assessment/Notes</td>
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<tr>
<td>5</td>
<td>5</td>
<td>Class Test 1</td>
<td>Class Test 1 (20%)</td>
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<td></td>
<td></td>
<td>iLearn quiz with a window for completion between 11am -2pm (normal scheduled seminar time)</td>
<td>Class Test 1 will cover modules 1,2,3 and 4 and will be 90 minutes duration.</td>
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<tr>
<td>6</td>
<td>6</td>
<td>Strategy Development</td>
<td>Module 5</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>7</td>
<td>Strategy and Leadership for Emerging</td>
<td>Module 6</td>
<td></td>
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<tr>
<td>8</td>
<td>8</td>
<td>Business Models</td>
<td>Module 7</td>
<td></td>
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<tr>
<td>9</td>
<td>9</td>
<td>Mock Exam #1 and Revision</td>
<td>All modules</td>
<td></td>
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<td></td>
<td></td>
<td>Revision/ Consultation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>11</td>
<td>Class Test 2</td>
<td>In Class Test 2 (35%)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>iLearn quiz with a window for completion between 10am -2pm</td>
<td>Class Test 2 will cover ALL modules and will be 180 minutes duration.</td>
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</tr>
<tr>
<td>11</td>
<td>12</td>
<td>Test review and final consultation</td>
<td>Class test 2 review</td>
<td></td>
</tr>
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<td></td>
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<td></td>
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<tr>
<td>12</td>
<td>No</td>
<td>Final (CPA Australia) Exam</td>
<td>CPA Australia exam</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Classes</td>
<td></td>
<td>30% of total marks</td>
<td></td>
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<td></td>
<td></td>
<td>CPA Exam period commences Thurs 7 April -24th April</td>
<td>You must personally check ALL exam details with CPA Australia</td>
<td></td>
</tr>
</tbody>
</table>

**Policies and Procedures**

Macquarie University policies and procedures are accessible from Policy Central (https://policies.mq.edu.au). Students should be aware of the following policies in particular with regard to Learning and Teaching:

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

To find other policies relating to Teaching and Learning, visit Policy Central (https://policies.mq.edu.au) and use the search tool.

**Student Code of Conduct**

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: https://students.mq.edu.au/admin/other-resources/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/

**The Writing Centre**

The Writing Centre provides resources to develop your English language proficiency, academic writing, and communication skills.

- Getting help with your assignment
- Workshops
- Chat with a WriteWISE peer writing leader
- Access StudyWISE
- Upload an assignment to Studiosity
- Complete the Academic Integrity Module

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

Equity 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.

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.