ACCG8303

CPA - Global Strategy and Leadership

Session 1, In person-scheduled-weekday, North Ryde 2023

Department of Accounting and Corporate Governance

Contents

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General Information

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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

General Assessment Information

Late Assessment Submission Penalty   Unless an application for Special Consideration has been submitted and approved, a 5% penalty (of the total possible mark) will be applied each day a written assessment is not submitted, up until the 7th day (including weekends). After the 7th day, a grade of '0' will be awarded even if the assessment is submitted. Submission time for all written assessments is set at 11.55pm. A 1-hour grace period is provided to students who experience a technical concern.

For any late submissions of time-sensitive tasks, such as scheduled tests, exams, performance assessments, and/or scheduled practical assessments/labs, students need to submit an application for Special Consideration.

IMPORTANT NOTE:

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

Assessment Tasks

Name	Weighting	Hurdle	Due
Class Test 1	20%	No	27 Feb 2023
Class Test 2	35%	No	3 April 2023
Class Participation	15%	No	11 April 2023
CPA External Exam	30%	Yes	12 - 30 April 2023

Class Test 1

Assessment Type [1]: Quiz/Test
Indicative Time on Task [2]: 15 hours
Due: **27 Feb 2023**
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: **3 April 2023**
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 Participation

Assessment Type [1]: Participatory task
Indicative Time on Task [2]: 13.5 hours
Due: **11 April 2023**
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

CPA External Exam

Assessment Type [1]: Examination
Indicative Time on Task [2]: 20 hours
Due: **12 - 30 April 2023**
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 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* (2021) 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
	    • Homework requirements
	    • Results for Class Test 1 and Class Test 2
	    • Practice opportunities

Technology Used and Required:	Students must have access to iLearn
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:	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

Session	Date	Location	Time
Module 1	30-Jan-23	01MD 103	6 - 9 pm
Module 2	6-Feb-23	01MD 103	6 - 9 pm
Module 3	13-Feb-23	01MD 103	6 - 9 pm
Module 4	20-Feb-23	01MD 103	6 - 9 pm
Review	24-Feb-23	Zoom	3 - 6 pm
Test 1	27-Feb-23	iLearn	6 - 9 pm
Module 5	6-Mar-23	01MD 103	6 - 9 pm
Module 6	13-Mar-23	01MD 103	6 - 9 pm
Module 7	20-Mar-23	01MD 103	6 - 9 pm
Mock Test	27-Mar-23	01MD 103	6 - 9 pm
Review	31-Mar-23	Zoom	3 - 6 pm
Test 2	3-Apr-23	iLearn	6 - 9 pm
Review	11-Apr-23	Zoom	3 - 6 pm
Exam starts	12-Apr-23	TBA	TBA

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
- Academic Integrity Policy
- Academic Progression Policy
- Assessment Policy
- Fitness to Practice Procedure
- Assessment Procedure
- Complaints Resolution Procedure for Students and Members of the Public
- Special Consideration 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

Academic Integrity

At Macquarie, we believe academic integrity – honesty, respect, trust, responsibility, fairness and courage – is at the core of learning, teaching and research. We recognise that meeting the expectations required to complete your assessments can be challenging. So, we offer you a range of resources and services to help you reach your potential, including free online writing and maths support, academic skills development and wellbeing consultations.

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.

- 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.

- Subject and Research Guides
- Ask a Librarian

Student Services and Support

Macquarie University offers a range of Student Support Services including:

- IT Support
- Accessibility and disability support with study
- Mental health support
- Safety support to respond to bullying, harassment, sexual harassment and sexual assault
- Social support including information about finances, tenancy and legal issues
- Student Advocacy provides independent advice on MQ policies, procedures, and processes

Student Enquiries

Got a question? Ask us via AskMQ, or contact Service Connect.

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.