Tasmanian School of Business & Economics (TSBE) (School)
College of Business and Economics (College)

BFA737
CPA GLOBAL STRATEGY AND LEADERSHIP

12.50 Credit points

Semester 2, 2019
Unit Outline

Unit Coordinator
Dr Kerri O'Donnell
## Contact Details

**Unit Coordinator**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>Unit coordinator:</strong></td>
<td>Dr Kerri O'Donnell</td>
</tr>
<tr>
<td><strong>Campus:</strong></td>
<td>Sandy Bay</td>
</tr>
<tr>
<td><strong>Email:</strong></td>
<td><a href="mailto:Kerri.ODonnell@utas.edu.au">Kerri.ODonnell@utas.edu.au</a></td>
</tr>
<tr>
<td><strong>Phone:</strong></td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Room location and number:</strong></td>
<td>Consultation in TSBE foyer</td>
</tr>
<tr>
<td><strong>Consultation hours:</strong></td>
<td>11am – 12 noon Thursdays</td>
</tr>
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WHAT IS THE UNIT ABOUT?

Unit description

Global Strategy and Leadership consolidates and builds on the learnings candidates have gained in prior units. In the increasingly complex business environment in which organisations operate, characterised by change, uncertainty and escalating competition, the disciplines of strategy and leadership have become critical to successful organisational performance.

The aim of this unit is to link the knowledge of management and financial accounting to the concepts of strategy and leadership. Accountants use a variety of technical information to make decisions for the future of the business within an ethical framework of operation. This subject shows that accounting information, ethics, strategy and leadership are applicable to accountants working throughout the world in diverse organisations. Students who have studied Strategic Management Accounting will note a number of other concepts that are expanded upon in this subject, including strategic analysis, performance measurement and the value chain. The international focus of this subject acknowledges the importance of the reporting requirements under the International Financial Reporting Standards (IFRSs).

Intended Learning Outcomes

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

1. explain the role of the accountant in the development and implementation of strategy
2. explain the assumptions of standard models of international business
3. use business information for decision-making from an organisational perspective
4. identify and explain the key challenges faced in the implementation of strategy and the role of the accountant in the implementation and leadership functions
5. consolidate the understanding of strategy and leadership concepts through the use of real world examples integrated throughout the material, and apply these concepts to business case scenarios through the use of case studies.
Graduate Quality Statement

Successful completion of this unit supports your development of course learning outcomes, which describe what a graduate of a course knows, understands and is able to do. Course learning outcomes are available from the Course Coordinator. Course learning outcomes are developed with reference to national discipline standards, Australian Qualifications Framework (AQF), any professional accreditation requirements and the University of Tasmania’s Graduate Statement.

The University of Tasmania experience unlocks the potential of individuals. Our graduates are equipped and inspired to shape and respond to the opportunities and challenges of the future as accomplished communicators, highly regarded professionals and culturally competent citizens in local, national, and global society. University of Tasmania graduates acquire subject and multidisciplinary knowledge and skills, and develop critical and creative literacies and numeracies and skills of inquiry. They demonstrate the ability to apply this knowledge in changing circumstances. Our graduates recognise and critically evaluate issues of social responsibility, ethical conduct and sustainability, are entrepreneurial and creative, and are mindful of their own wellbeing and that of the community. Through respect for diversity and by working in collaborative ways, our graduates reflect the values of the University of Tasmania.

Alterations to the unit as a result of student feedback

This semester is the first delivery of this unit to MPA students

Prior knowledge &/or skills

N/A
### HOW WILL I BE ASSESSED?

#### Assessment schedule

<table>
<thead>
<tr>
<th>Assessment task</th>
<th>Date due</th>
<th>Percent weighting</th>
<th>Links to Intended Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessment Task 4: Final CPA Exam</td>
<td>Examination period</td>
<td>100%</td>
<td>1, 2, 3, 4 &amp; 5</td>
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</tbody>
</table>

#### Assessment details

**Final Exam**

<table>
<thead>
<tr>
<th>Task Description</th>
<th>Criterion Description</th>
<th>Measures ILO:</th>
</tr>
</thead>
<tbody>
<tr>
<td>This is a formal examination. The final exam consists of short discussions and analytical questions. It is a 3-hour long closed book exam on all concepts covered during the semester.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Criterion Number</td>
<td>Criterion Description</td>
<td>Measures ILO:</td>
</tr>
<tr>
<td>------------------</td>
<td>------------------------</td>
<td>---------------</td>
</tr>
<tr>
<td>1</td>
<td>Explain the role of the accountant in the development and implementation of strategy.</td>
<td>LO1</td>
</tr>
<tr>
<td>2</td>
<td>Explain the assumptions of standard models of international business.</td>
<td>LO2</td>
</tr>
<tr>
<td>3</td>
<td>Apply business information for decision-making from an organisational perspective.</td>
<td>LO3</td>
</tr>
<tr>
<td>4</td>
<td>Explain the key challenges faced in the implementation of strategy and the role of the accountant in the implementation and leadership functions.</td>
<td>LO4</td>
</tr>
<tr>
<td>5</td>
<td>Apply understanding of strategy and leadership concepts through the use of real-world examples integrated throughout the material, and apply these concepts to business case scenarios through the use of case studies.</td>
<td>LO5</td>
</tr>
</tbody>
</table>

**Duration** 3 hours, plus 15 minutes reading time

**Due by date** To be advised by CPAA.
How your final result is determined

To pass this unit, you need to demonstrate your attainment of each of the Intended Learning Outcomes.

Your grade will be determined in the following way:

Your overall mark in this unit will be determined by combining your results from each assessment task. These marks are combined to reflect the percentage weighting of each task. You need to achieve an overall score of at least 50% to successfully complete this unit. It is expected that you will seek help (from the unit coordinator in the first instance), well before the due date, if you are unclear about the requirements for an assessment task.

- PP (pass) at least 50% of the overall mark but less than 60%
- CR (credit) at least 60% of the overall mark but less than 70%
- DN (distinction) at least 70% of the overall mark but less than 80%
- HD (high distinction) at least 80% of the overall mark

All grades are provisional, until confirmation by the Assessment Board at the end of semester.

Submission of assignments

The act of submitting your assignment will be taken as certification that it is your own work.

Assignments must be submitted electronically through the relevant assignment tab in MyLO. You must ensure that your name, student ID, unit code, tutorial time and tutor’s name (if applicable) are clearly marked on the first page. If this information is missing, the assignment will not be accepted and, therefore, will not be marked.

Where relevant, Unit Coordinators may also request you to submit a paper version of your assignment. You will be advised by the Unit Coordinator of the appropriate process relevant to your campus.

Please remember that you are responsible for lodging your assessment items on or before the due date and time. We suggest you keep a copy. Even in a perfect system, items sometimes go astray.

Requests for extensions

In this Policy:

1. (a) ‘day’ or ‘days’ includes all calendar days, including weekends and public holidays;
2. This Policy applies to all students enrolled in TSBE Units at whatever Campus or geographical location.

3. Students are expected to submit assessment items on or before the due date and time specified in the relevant Unit Outline. The onus is on the student to prove the date and time of submission.

4. Students who have a medical condition or special circumstances may apply for an extension. Requests for extensions should, where possible, be made in writing to the Unit Coordinator on or before the due date. Students will need to provide independent supporting documentation to substantiate their claims.

**Penalties**

Late submission of assessment items will incur a penalty of 10% of the total marks possible for that piece of assessment for each day the assessment item is late unless an extension had been granted on or before the relevant due date.

Assessment items submitted more than five (5) days late will not be accepted.

Academic staff do NOT have the discretion to waive a late penalty, subject to clause 4 above.

**Review of results and appeals**

Review of Assessment is available to all students once the University has released the final result for a unit. If you are dissatisfied with your final result, you may apply to have it reviewed. Applications for a review of assessment are due within 10 working days of the release of the final result in the unit. When applying for a review, you must pay a $50 fee.

If you wish to have a piece of internal assessment reviewed as part of the review process, please state this clearly on the application form referred to above and include that assessment item with your application.

Please read and follow the directions provided by the University at:


**Academic referencing**

In your written work you will need to support your ideas by referring to scholarly literature, works of art and/or inventions. It is important that you understand how to correctly refer to the work of others, and how to maintain academic integrity.
The University library provides information on presentation of assignments, including referencing styles and should be referred to when completing tasks in this unit.

Please read the following statement on plagiarism. Should you require clarification please see your unit coordinator or lecturer.

**Plagiarism**

Plagiarism is a form of cheating. It is taking and using someone else's thoughts, writings or inventions and representing them as your own; for example, using an author's words without putting them in quotation marks and citing the source, using an author's ideas without proper acknowledgment and citation, copying another student's work.

If you have any doubts about how to refer to the work of others in your assignments, please consult your lecturer or tutor for relevant referencing guidelines. You may also find the Academic Honesty site on MyLO of assistance.

The intentional copying of someone else's work as one's own is a serious offence punishable by penalties that may range from a fine or deduction/cancellation of marks and, in the most serious of cases, to exclusion from a unit, a course or the University.

The University and any persons authorised by the University may submit your assessable works to a plagiarism checking service, to obtain a report on possible instances of plagiarism. Assessable works may also be included in a reference database. It is a condition of this arrangement that the original author's permission is required before a work within the database can be viewed.

For further information on this statement and general referencing guidelines, see the Plagiarism and Academic Integrity page on the University web site or the Academic Honesty site on MyLO.

**Academic misconduct**

Academic misconduct includes cheating, plagiarism, allowing another student to copy work for an assignment or an examination, and any other conduct by which a student:

a. seeks to gain, for themselves or for any other person, any academic advantage or advancement to which they or that other person are not entitled; or

b. improperly disadvantages any other student.
Students engaging in any form of academic misconduct may be dealt with under the Ordinance of Student Discipline, and this can include imposition of penalties that range from a deduction/cancellation of marks to exclusion from a unit or the University. Details of penalties that can be imposed are available in Ordinance 9: Student Discipline – Part 3 Academic Misconduct.

**Student Behaviour**

The University Behaviour Policy sets out behaviour expectations for all members of our University community including students and staff.

The aim in doing so is to ensure that our community members are safe, feel valued and can actively contribute to our University mission.

It is expected that community members behave in a manner that is consistent with our University values – respect, fairness and justice, integrity, trust, responsibility and honesty. There are also certain behaviours that are considered inappropriate, such as unlawful discrimination, bullying and sexual misconduct.

The accompanying University Behaviour Procedure sets out the process and avenues that University community members can access to resolve concerns and complaints regarding inappropriate behaviour by a University community member. Wherever possible, the focus will be on early intervention and a ‘restorative’ approach that creates awareness of inappropriate behaviour and its impact on others. However, in some cases, students who engage in inappropriate behaviour may be subject to disciplinary proceedings, which may impact upon continuation of their studies.

Students can seek support and assistance from the Safe and Fair Community Unit SaFCU@utas.edu.au or ph: 6226 2560.

Matters are dealt with in confidence and with sensitivity.
WHAT LEARNING OPPORTUNITIES ARE THERE?

MyLO

MyLO is the online learning environment at the University of Tasmania. This is the system that will host the online learning materials and activities for this unit.

Getting help with MyLO

It is important that you are able to access and use MyLO as part of your study in this unit. To find out more about the features and functions of MyLO, and to practice using them, visit the Getting Started in MyLO unit.

For access to information about MyLO and a range of step-by-step guides in pdf, word and video format, visit the MyLO Student Support page on the University website.

If something is not working as it should, contact the Service Desk (Service.Desk@utas.edu.au, phone 6226 1818), or Request IT Help Online.

Resources

Required readings

Module topic notes – to be available on MyLO

CPA Study Guide

Recommended readings


Reading Lists

Reading Lists provide direct access to all material on unit reading lists in one place. This includes eReadings and items in Reserve. You can access the Reading List for this unit from the link in MyLO, or by going to the Reading Lists page on the University Library website.
Activities

Learning expectations

The University is committed to high standards of professional conduct in all activities, and holds its commitment and responsibilities to its students as being of paramount importance. Likewise, it holds expectations about the responsibilities students have as they pursue their studies within the special environment the University offers.

Students are expected to participate actively and positively in the teaching/learning environment. They must attend classes when and as required, strive to maintain steady progress within the subject or unit framework, comply with workload expectations, and submit required work on time.

Details of teaching arrangements

Attending (face-to-face) students will need to attend a weekly 4 hour workshop. You are expected to actively participate in workshops (whether face-to-face or online). During class, you will be asked to work with other students. Students will form groups during workshops to complete discussions and sets of questions in class. You must have completed the preparation activities to be able to contribute your ideas and feedback during group activities.

On a weekly basis, you need to complete the assigned tasks, including set readings and recordings. You will need to show what you have learned by completing preparation tasks. You will be given these tasks to complete most weeks of the unit and these need to be completed in MyLO by the set deadlines.

The unit materials on MyLO include power point slides, case studies and study notes. You need to bring them to each workshop. You should read the readings/ materials before each workshop and re-attempt sets of activities after the class to consolidate your understanding and skills.

Specific attendance/performance requirements

In this unit, your active engagement will be monitored in the following way:

1. Participate in the discussion board on MyLO
2. Sign in attendance sheet in each week

Teaching and learning strategies

The University is committed to a high standard of professional conduct in all activities, and holds its commitment and responsibilities to its students as being of paramount importance. Likewise, it holds expectations about the responsibilities
students have as they pursue their studies within the special environment the University offers. The University's Code of Conduct for Teaching and Learning states:

Students are expected to participate actively and positively in the teaching/learning environment. They must attend classes when and as required, strive to maintain steady progress within the subject or unit framework, comply with workload expectations, and submit required work on time.

During the first four weeks of this semester, your participation and engagement in this unit will be monitored. If you do not demonstrate evidence of having engaged actively with this unit by Week 4 of semester, your enrolment may be cancelled or you may be withdrawn from the unit.

**Work Health and Safety (WHS)**

The University is committed to providing a safe and secure teaching and learning environment. In addition to specific requirements of this unit you should refer to the University's [Work Health and Safety website](#) and policy.

**Communication**

**TO KEEP UP WITH ANNOUNCEMENTS REGARDING THIS UNIT**

Check the MyLO Announcement tool at least once every two days. The unit Announcement will appear when you first enter our unit’s MyLO site. Alternatively, click on the Announcement button (towards the top of the MyLO screen) at any time.

**WHEN YOU HAVE A QUESTION**

Other students may have the same question that you have. Please go to the Ask the Class Discussion forum on the unit’s MyLO site. Check the posts that are already there – someone may have answered your question already. Otherwise, add your question as a new topic. Students are encouraged to support each other using this forum – if you can answer someone’s question, please do. We will attempt to respond to questions within 48 business hours. If your question is related to a personal issue or your performance in the unit, please contact the appropriate teaching staff member by email instead.

**WHEN YOU HAVE AN ISSUE THAT WILL IMPACT ON YOUR STUDIES OR THE SUBMISSION OF AN ASSESSMENT TASK**

If you have a personal question related to your studies or your grades, please contact teaching staff by email.

For general questions about the unit, please add them to the Ask the Class Discussion forum on the unit’s MyLO site. This way, other students can also benefit from the answers.
A NOTE ABOUT EMAIL CORRESPONDENCE

You are expected to check your UTAS email (WebMail) on a regular basis – at least three times per week. To access your WebMail account, login using your UTAS username and password at https://webmail.utas.edu.au/.

You are strongly advised not to forward your UTAS emails to an external email service (such as gmail or Hotmail). In the past, there have been significant issues where this has occurred, resulting in UTAS being blacklisted by these email providers for a period of up to one month. To keep informed, please use your UTAS email as often as possible.

We receive a lot of emails. Be realistic about how long it might take for us to respond.

Concerns and complaints

The University is committed to providing an environment in which any concerns and complaints will be treated seriously, impartially and resolved as quickly as possible. We are also committed to ensuring that a student may lodge a complaint without fear of disadvantage. If you have a concern, information about who to contact for assistance is available on the ‘How to resolve a student complaint’ page.

Further information and assistance

If you are experiencing difficulties with your studies or assignments, have personal or life-planning issues, disability or illness which may affect your course of study, you are advised to raise these with the unit coordinator in the first instance.

There is a range of University-wide support services available to you including Student Learning Support, Student Advisers, Disability Services, and more which can be found on the Student Support and Development page of the University website.

Should you require assistance in accessing the Library, visit their website for more information.
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<thead>
<tr>
<th>WEEK</th>
<th>DATE BEGINNING</th>
<th>TOPIC/MODULE/FOCUS AREA</th>
<th>ACTIVITIES</th>
<th>RESOURCES/READINGS/FURTHER INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>15 July</td>
<td>Module 1</td>
<td>An introduction to strategy and leadership: What is strategy? What is global strategy?</td>
<td>Reading available on MyLO</td>
</tr>
<tr>
<td>2</td>
<td>22 July</td>
<td>Module 2</td>
<td>Foundations of Global Strategy</td>
<td>Reading available on MyLO</td>
</tr>
<tr>
<td>3</td>
<td>29 July</td>
<td>Module 3</td>
<td>Understanding the external environment</td>
<td>Reading available on MyLO</td>
</tr>
<tr>
<td>4</td>
<td>5 August</td>
<td>Module 4</td>
<td>Internal Analysis - Resources &amp; Capabilities</td>
<td>Reading available on MyLO</td>
</tr>
<tr>
<td>5</td>
<td>12 August</td>
<td>Module 5</td>
<td>Product and market development</td>
<td>Reading available on MyLO</td>
</tr>
<tr>
<td>6</td>
<td>19 August</td>
<td>Module 6</td>
<td>Developing the strategic plan</td>
<td>Reading available on MyLO</td>
</tr>
<tr>
<td>7</td>
<td>26 August</td>
<td>Module 7</td>
<td>Strategy implementation</td>
<td>Reading available on MyLO</td>
</tr>
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</table>

**Mid-semester break 2 – 8th September**

<table>
<thead>
<tr>
<th>WEEK</th>
<th>DATE BEGINNING</th>
<th>TOPIC/MODULE/FOCUS AREA</th>
<th>ACTIVITIES</th>
<th>RESOURCES/READINGS/FURTHER INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>9 September</td>
<td>Module 8</td>
<td>Leading the strategy</td>
<td>Reading available on MyLO</td>
</tr>
<tr>
<td>9</td>
<td>16 September</td>
<td>Module 9</td>
<td>Corporate Social Responsibility (CSR) &amp; Global Strategy</td>
<td>Reading available on MyLO</td>
</tr>
<tr>
<td>10</td>
<td>23 September</td>
<td>Revision</td>
<td></td>
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</tr>
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</table>

**Exam Period: 26 October - 12 November**
The Tasmanian School of Business and Economics (TSBE) is currently in the process of applying for business accreditation with the Association to Advance Collegiate Schools of Business (AACSB) – the lead program for accrediting business schools globally. AACSB seeks to connect educators, students, and business to achieve a common goal – to create the next generation of business leaders.

By joining AACSB and going through the accreditation process, TSBE is joining a global alliance committed to improve the quality of business education around the world, and to share the latest innovations in business education. Gaining Business Accreditation with AACSB is a multi-year process involving TSBE demonstrating our performance against the 15 accreditation standards.

Once complete, TSBE will join a select community of accredited business schools, with only 7% of all business schools globally having completed the AACSB process. This will further enhance the reputation of TSBE, and further enhance the global recognition of your qualifications. To find out more about AACSB click here.