



# **MGMT20133 *Strategic Business Management***

## **and Change**

### **Term 1 - 2020**

Profile information current as at 10/05/2024 01:09 pm

All details in this unit profile for MGMT20133 have been officially approved by CQUniversity and represent a learning partnership between the University and you (our student). The information will not be changed unless absolutely necessary and any change will be clearly indicated by an approved correction included in the profile.

## General Information

### Overview

Businesses are at the dawn of a fourth industrial revolution, propelled by frontier technologies and robotization advances that make the production better, cheaper and faster than ever before. This new industrial revolution offers enormous opportunities for businesses to grow and gain sustainable development with potential benefits on a scale that is difficult to imagine. New technologies promise possibilities of industrial upgrading and leapfrogging. Reconfiguration of world businesses environment, cheaper transportation and communication, coupled with more efficient logistics now help businesses to establish links to new global value chains. Strategic intuitiveness and ability to quickly manage change is key to gain competitive positioning in the global context. As the capstone unit, you will integrate prior functional and interpersonal knowledge and skills acquired in previous units of the Master of Business Administration and examine strategic management processes at an advanced level in different kinds of organisations. You will use your advanced level of knowledge and skills to analyse how organisations develop future strategies which are influenced by internal and external pressures. By examining the challenges facing contemporary businesses, you will examine how strategic management concepts, frameworks and tools are used by business executives to develop a business plan and implement change in organisations. Workplace case studies will be used to demonstrate how business craft strategies and acquire resources to implement strategy and manage change effectively with positive outcomes.

### Details

Career Level: *Postgraduate*

Unit Level: *Level 9*

Credit Points: 6

Student Contribution Band: 10

Fraction of Full-Time Student Load: 0.125

### Pre-requisites or Co-requisites

Prerequisite: A minimum of 48 credit points from MBA units.

Important note: Students enrolled in a subsequent unit who failed their pre-requisite unit, should drop the subsequent unit before the census date or within 10 working days of Fail grade notification. Students who do not drop the unit in this timeframe cannot later drop the unit without academic and financial liability. See details in the [Assessment Policy and Procedure \(Higher Education Coursework\)](#).

### Offerings For Term 1 - 2020

- Online

### Attendance Requirements

All on-campus students are expected to attend scheduled classes – in some units, these classes are identified as a mandatory (pass/fail) component and attendance is compulsory. International students, on a student visa, must maintain a full time study load and meet both attendance and academic progress requirements in each study period (satisfactory attendance for International students is defined as maintaining at least an 80% attendance record).

### Residential Schools

This unit has a Optional Residential School for distance mode students and the details are:

Click here to see your [Residential School Timetable](#).

### Website

[This unit has a website, within the Moodle system, which is available two weeks before the start of term. It is important that you visit your Moodle site throughout the term. Please visit Moodle for more information.](#)

## Class and Assessment Overview

### Recommended Student Time Commitment

Each 6-credit Postgraduate unit at CQUniversity requires an overall time commitment of an average of 12.5 hours of study per week, making a total of 150 hours for the unit.

### Class Timetable

#### [Regional Campuses](#)

Bundaberg, Cairns, Emerald, Gladstone, Mackay, Rockhampton, Townsville

#### [Metropolitan Campuses](#)

Adelaide, Brisbane, Melbourne, Perth, Sydney

### Assessment Overview

#### 1. **Group Work**

Weighting: 30%

#### 2. **Written Assessment**

Weighting: 30%

#### 3. **Report**

Weighting: 40%

### Assessment Grading

This is a graded unit: your overall grade will be calculated from the marks or grades for each assessment task, based on the relative weightings shown in the table above. You must obtain an overall mark for the unit of at least 50%, or an overall grade of 'pass' in order to pass the unit. If any 'pass/fail' tasks are shown in the table above they must also be completed successfully ('pass' grade). You must also meet any minimum mark requirements specified for a particular assessment task, as detailed in the 'assessment task' section (note that in some instances, the minimum mark for a task may be greater than 50%). Consult the [University's Grades and Results Policy](#) for more details of interim results and final grades.

## CQUniversity Policies

**All University policies are available on the [CQUniversity Policy site](#).**

You may wish to view these policies:

- Grades and Results Policy
- Assessment Policy and Procedure (Higher Education Coursework)
- Review of Grade Procedure
- Student Academic Integrity Policy and Procedure
- Monitoring Academic Progress (MAP) Policy and Procedure – Domestic Students
- Monitoring Academic Progress (MAP) Policy and Procedure – International Students
- Student Refund and Credit Balance Policy and Procedure
- Student Feedback – Compliments and Complaints Policy and Procedure
- Information and Communications Technology Acceptable Use Policy and Procedure

This list is not an exhaustive list of all University policies. The full list of University policies are available on the [CQUniversity Policy site](#).

## Unit Learning Outcomes

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

1. Critically analyse, evaluate and discuss theoretical concepts and principles of strategic business management and change for professional practices
2. Analytically use specialised knowledge and integrated understanding of the complex nature of global business and economics and in related disciplines
3. Apply cognitive and technical skills to reflect on and synthesise complex information, problems, concepts and apply established theories and strategic frameworks to independently develop strategies and implementation plans
4. Interpret the chosen strategy and transmit ideas highlighting the effects of decisions on business performance
5. Apply knowledge and skills to demonstrate the capacity of independent thinking, expert judgement, adaptability and responsibility as a business strategist and develop a business plan.

## Alignment of Learning Outcomes, Assessment and Graduate Attributes

 N/A Level	 Introductory Level	 Intermediate Level	 Graduate Level	 Professional Level	 Advanced Level
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### Alignment of Assessment Tasks to Learning Outcomes

Assessment Tasks	Learning Outcomes				
	1	2	3	4	5
1 - Group Work - 30%		•		•	
2 - Written Assessment - 30%	•		•		
3 - Report - 40%			•		•

### Alignment of Graduate Attributes to Learning Outcomes

Graduate Attributes	Learning Outcomes				
	1	2	3	4	5
1 - Knowledge	◦	◦	◦	◦	◦
2 - Communication	◦	◦		◦	◦
3 - Cognitive, technical and creative skills	◦	◦	◦	◦	◦
4 - Research	◦		◦		◦
5 - Self-management		◦		◦	◦
6 - Ethical and Professional Responsibility	◦		◦	◦	◦
7 - Leadership		◦	◦	◦	
8 - Aboriginal and Torres Strait Islander Cultures					

### Alignment of Assessment Tasks to Graduate Attributes

Assessment Tasks	Graduate Attributes							
	1	2	3	4	5	6	7	8
1 - Group Work - 30%	◦	◦	◦		◦	◦	◦	
2 - Written Assessment - 30%	◦	◦	◦	◦	◦	◦		
3 - Report - 40%	◦	◦	◦	◦	◦	◦		

## Textbooks and Resources

### Textbooks

MGMT20133

#### Prescribed

#### **Crafting and Executing Strategy- The Quest for Competitive Advantage Concepts and cases**

21 Edition (2018)

Authors: Thompson, AA, Peteraf, M.A, Gamble, J E & Strickland, A.J

MCGRAW HILL NEW YORK, NY, USA

New York NY 10121 , California , USA

ISBN: 978-1-259-73278-2

Binding: Hardcover

#### **Additional Textbook Information**

Prescribed Text:

Thompson, A.A; Peteraf, M.A; Gamble, J.E; and Strickland, A.J (2018), *Crafting and Executing Strategy: The Quest for Competitive Advantages (Concepts and cases)*, McGraw Hill, NY, 21 edition.

The selected chapter from the text will be recommended for each week's reading.

Selected journal articles and cases will be posted on the Moodle Site for each week's reaching and discussion.

[View textbooks at the CQUniversity Bookshop](#)

### IT Resources

**You will need access to the following IT resources:**

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)

## Referencing Style

All submissions for this unit must use the referencing style: [American Psychological Association 6th Edition \(APA 6th edition\)](#)

For further information, see the Assessment Tasks.

## Teaching Contacts

**Quamrul Alam** Unit Coordinator

[q.alam@cqu.edu.au](mailto:q.alam@cqu.edu.au)

## Schedule

### **Week 1: Introduction to Strategic Business Management and Planning - 09 Mar 2020**

Module/Topic	Chapter	Events and Submissions/Topic
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Globalisation and changing political, social, environmental, and economic landscape affecting business strategies and planning.

Familiarise yourself with the ENTIRE Moodle site and the documents relating to the Week 1 topic.  
There is a prescribed textbook for this unit.  
Thompson, A.A. Peteraf, M.A; Gamble, J..E and Strickland, A.J. (2018). *Crafting and Executing Strategy- Concepts and Cases*, 21st Edition. McGraw Hill Education, New York.  
Read chapter 1 & 2  
The Moodle site contains key documents relating to week 1 along with commended additional reading (independent study).

In week one the shifts in strategic business management approaches and theories will be discussed. The complexity of the business environment and the nature of global competition and the factors that influence the strategic decision-making process will be introduced.

You will form groups for a case study discussion and presentation. Selected cases will be posted/refereed in the Moodle site for your information. You need to be a member of a group and select a case for group work. You as a group will have to present a report answering questions selected for your case. In your presentation you have to:  
Critically evaluate and discuss theoretical concepts and principles of strategic business management and change and evaluate challenges contemporary businesses are facing. Examine the extent to which organisational strategy and change have an impact on future business sustainability.

## Week 2: External Environmental Factors Analysis - 16 Mar 2020

Module/Topic	Chapter	Events and Submissions/Topic
External environmental factors and their impacts on strategic vision, mission, and strategy.	<p>The Moodle site contains key documents relating to each week tasks and readings.</p> <p>Read chapter 2 &amp; 3. of Thompson et al., (2018) alongside with other recommended readings available on the Moodle site</p>	<p>Crafting and executing strategy are the heart and soul of managing a business enterprise. Students need to know what is involved in developing a strategy and executing it proficiently. Developing a strategic vision and a mission describes the company's purpose and guides set objectives and strategies.</p> <p>In week two we will be discussing the strategy tools that can be used to assess the external factors affecting the nature of competition and identify the main challenges modern businesses are confronting.</p> <p>Read the case, Virgin Australia for class discussion (posted on the Moodle site)</p> <p>Questions for class discussion will be posted on the Moodle site in Week 1. When contacting any member of the teaching team, students have to ensure the following:</p> <p>Use your CQU student email address Include a subject line, which contains the unit code (MGMT20133) Clearly state your name and student ID in the email Write your email in a manner that is suitable for professional communication</p> <p>If this is not adhered to, you will find that a response to your email may be delayed and unprofessional emails may not receive a response at all.</p>

## Week 3: Evaluating Company Resources, Capabilities and Competencies - 23 Mar 2020

Module/Topic	Chapter	Events and Submissions/Topic
Internal resources, competencies, and dynamic capabilities.	<p>You are required to read chapter 4 of Thompson et al., (2018) alongside with other recommended readings available on the Moodle site, and the suggested readings posted/recommended on the Moodle site.</p> <p>Read the case; Airbnb in 2016: A Business Model for the Sharing Economy for class discussion.</p>	<p>We will discuss issues and concepts relating to company resources and competencies in week 3. Strategy tools will be used to learn how to assess the company strengths, weaknesses, threats and opportunities.</p> <p>The concept of the value chain will be discussed to learn how to identify the primary and support activities that create the customer's value.</p> <p>All students are required to read the case, Airbnb in 2016, case C-6 (Thompson et al. (2018,))</p> <p>.Questions for class discussion will be posted on the Moodle site in week 2.</p>

**Week 4: Competitive Strategies - 30 Mar 2020**

Module/Topic	Chapter	Events and Submissions/Topic
Generic competitive strategies and the principal elements of each strategy, How to assess the relative advantages and the pitfalls of each strategy option.	<p>Prescribed reading; Chapter 5 &amp; 6 of Thompson et al., (2018) alongside with other recommended readings available on the Moodle site, and the suggested readings posted/recommended on the Moodle site.</p> <p>The Moodle site contains key documents relating to each week's topic alongside and a list of additional readings (independent study).</p>	<p>Students will learn how to analyse the benefits of different strategies, manage the value chain to create the differentiating attributes and avail opportunities to strengthen the business's competitive position in a highly globalised and constantly changing world.</p> <p>Students are required to read the following two cases for class discussion:</p> <ol style="list-style-type: none"> <li>1. Amazon's Path to Becoming the Low-Cost Provider in E-commerce, Capsule 5.1, page 127, in Thompson et al, 21 eds.</li> <li>2. Kaiser Permanents Vertical Integration Strategy, Capsule 6.4, page 167 in Thompson et al, 21 ed.</li> </ol>

**Week 5: Group Presentations - 06 Apr 2020**



Group presentations  
Students are required to form groups in week one.  
The Unit Coordinator will allocate cases with questions to each group.

Group activities to prepare presentation.  
All members of a group must allocate tasks and work collaboratively to make a quality presentation

All groups will make a presentation and submit a report on selected issues recommended by the Unit Coordinator.  
An outline will be posted on Moodle for guidance.  
Groups are required to make a selection of a case from the list below for a class presentation.  
1. Zara (Alam, Q; et al 2016, posted on Moodle)  
2. Harvey Norman (Alam, Q et al, 2016 posted on Moodle)  
Costco Whole Sale in 2016 (C 26), Thompson et al 2018,  
Each group will make a 15 minutes presentation followed by Q&A.  
The Unit Coordinator will moderate the presentation sessions and provide feedback on each presentation.  
Each group will submit a brief write up on presentation immediately after group presentation.  
Group report and presentation slides need to be submitted on the Moodle site in week 5.

**Group presentation and discussion** Due: Week 5 Friday (10 Apr 2020) 11:45 pm AEST

#### Vacation Week - 13 Apr 2020

Module/Topic	Chapter	Events and Submissions/Topic
No lecture this week Use this time to catch up on reading and other independent study activities.		

#### Week 6: Strategic Planning for Competing in the International Markets - 20 Apr 2020

Module/Topic	Chapter	Events and Submissions/Topic
International, Global & Multinational Strategies which companies develop to compete in the international markets.	Read chapter 7 of Thompson et al., (2018) alongside with other recommended readings available on the Moodle site, and the suggested readings posted/recommended on the Moodle site. Also, read suggested readings posted on Moodle.	International, Global & Multinational Strategies will be discussed to understand how businesses craft options for different markets. Porter's theory of national competitive advantage will be discussed to understand how and why a business chooses a particular country and a location with a country. Five major strategy options and three approaches for competing internationally will be critically analyzed with examples for a better understanding of the changing nature of international business operations in a highly globalised and interactive global economy. Read the Case, Ford Motor Company: New strategies for international growth, Case 16, Thompson et al. (2018)., C237. Questions for class discussion will be posted on the Moodle site in week 5.

#### Week 7: Corporate Strategy - Integration, Diversification and Multibusiness Strategies - 27 Apr 2020

Module/Topic	Chapter	Events and Submissions/Topic
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Diversification strategy, integration strategy, blue ocean strategy for market expansion.

Read Chapter 8 of Thompson et al., (2018) alongside with other recommended readings available on the Moodle site, You are required to read the case, Harvey Norman for class discussion.

In this week we will discuss the main features of the diversification strategies, and the value-creating activities under various corporate strategies. The students will learn when companies consider diversifying activities to create new value chains and increase stakeholders satisfaction. Students should read the chapter and the case for class discussion to understand the main features of the diversification strategy, factors that companies consider for diversification and the main value creation activities. The case, Harvey Norman for class discussion is posted on the Moodle site.

#### Week 8: How to Build Organisational Capability To Execute Strategy - 04 May 2020

Module/Topic	Chapter	Events and Submissions/Topic
Strategy execution	Read Chapter 10 of Thompson et al., (2018) alongside with other recommended readings available on the Moodle site, and the suggested readings posted/recommended on the Moodle site. Read Chapters 2 & 7, of Pankaj Ghemawat (2018) Redefining Global Strategy, Harvard Business Review Press (will be posted on the Moodle site).	In this week we will discuss a framework for strategy execution, analyse how to build critical resources and capabilities and explain how to facilitate collaboration with external partners and strategic alliances..  For class discussion, read the Case, Which Value Chain Activities Does Apple Outsource and Why? Capsule 10.3, page 307, Thompson et al. (2018).

#### Week 9: Managing Internal Organisation to Promote Good Strategy Implementation - 11 May 2020

Module/Topic	Chapter	Events and Submissions/Topic
Managing internal organisational activities for implementing strategies	Chapter 11 of Thompson et al., (2018) alongside with other recommended readings available on the Moodle site. The Moodle site contains some relevant materials relating to this week's topic for additional reading (independent study).	In this week we will discuss the importance of resource allocation, the significance of policies and practices and the approach to adopt best practices (TQM, Six Sigma, Innovation) Assignment 2 (individual) is due this week on Friday by 11:59 PM Read Case, Southwest Airlines in 2016: Culture, Values and Operating Practices., Case 25, C-311. (Thompson et al. (2018)).  <b>Individual assignment on a strategic business management issue determined by the Unit Coordinator</b> Due: Week 9 Friday (15 May 2020) 11:55 pm AEST

#### Week 10: Corporate Culture and Leadership - 18 May 2020

Module/Topic	Chapter	Events and Submissions/Topic
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Importance of corporate culture and leadership in strategy making and implementation.

Read chapter 12 of Thompson et al., (2018) alongside with other recommended readings available on the Moodle site.  
The Moodle site contains some relevant documents relating to this week's topic for additional reading (independent study).

In this week we will discuss the importance of corporate culture and leadership in strategy implementation, critically analyse the key features of corporate culture and the differences between healthy culture and unhealthy culture.  
The case for class discussion.  
Read the Case, Zara - the Jewel of Inditex's Crown, in Alam, Q, and Chowdhury, M. eds (2016). Global Repositioning: Sustainability and Value Co-creation, (posted on the Moodle site)

#### Week 11: Ethics, Corporate Social Responsibility and Business Sustainability - 25 May 2020

Module/Topic	Chapter	Events and Submissions/Topic
Ethics, corporate social responsibility and business sustainability in the 21st-century business environment.	Read chapter 9 of Thompson et al., (2018) alongside with other recommended readings available on the Moodle site, The Moodle site contains extra readings relating to this week's topic (independent study).	In this week we will discuss the definition of business ethics, importance of ethics in modern business, and the impact of ethical standards on crafting and executing the strategy.  The case for class discussion. Read the Case, Conflict Palm Oil and Pepsico's Ethical Dilemma, Case 31 in Thompson et al. (2018); C 422. Feedback on individual assignment (2). Discussion on how to write a business plan

#### Week 12: Unit Review - 01 Jun 2020

Module/Topic	Chapter	Events and Submissions/Topic
Review the learning objectives of this unit. Revisit the key concepts and issues discussed throughout Term 2.		Evaluate the overall performance of the students Get feedback from the students to assess the lessons learned .Assignment three is due. A Business Plan for the Board of Directors of a Company.  <b>A Business Plan for the Board of Directors of Company</b> Due: Week 12 Monday (1 June 2020) 11:55 pm AEST

#### Review/Exam Week - 08 Jun 2020

Module/Topic	Chapter	Events and Submissions/Topic
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#### Exam Week - 15 Jun 2020

Module/Topic	Chapter	Events and Submissions/Topic
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Module/Topic	Chapter	Events and Submissions/Topic
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## Assessment Tasks

### 1 Group presentation and discussion

#### Assessment Type

Group Work

**Task Description**

Assessment 1: Group presentation and discussion

Group assignment - Students are to form groups consisting of 3-4 members in a group. Self-selection is preferred. The groups must be finalised by week 2.

**Group tasks.**

Group presentation for 15 minutes.

Each group will be given an existing business case to study. Each group needs to conduct a macro and micro business environment analysis, do research to collect the latest information on that company's business strategy, market position, and list the core competencies by using five forces model, value chain analysis and competitors' analysis. Each group will write a short report and make a group presentation for 15 minutes.

Your specified role involves interdependence within the group. As aspiring business managers, your task and role need to reflect your understanding and ownership. This first assessment will require you to negotiate and assign roles as a group and submit a document responding to each question.

Group report length: - 1000 words maximum (excluding preliminaries, references, appendices and tables/diagrams).

Groups are required to submit the presentation slides along with the written report.

Presentation - 50%

Written report- 50%

**Assessment Due Date**

Week 5 Friday (10 Apr 2020) 11:45 pm AEST

Presentation during the class. Written report to be posted on Moodle site on the day of presentation

**Return Date to Students**

Week 6 Friday (24 Apr 2020)

Feedback on group reports will be given in week 7

**Weighting**

30%

**Assessment Criteria**

The students are required to conduct macroeconomic and industry analysis using strategic management concepts, theories, and tools.

The students need to demonstrate their competency to analyse, evaluate and discuss theoretical concepts and principles of strategic business management as professionals.

In their presentation and written assignment they students should be able to articulate their arguments and clearly communicate their understanding of the complex nature of global business and economics.

The students should demonstrate that they are able to interpret strategy and the effects of decisions on business performance.

The students should be able to identify the product features and marketing strategies and assess the challenges.

As Masters students, you are required to engage in research as per the Australia Quality Framework (AQF) guidelines.

Two specific requirements need to be considered. Students need to demonstrate "a body of knowledge that includes the understanding of recent developments in the discipline and/or area of professional practice, and demonstrate "knowledge of research principles and methods applicable to a field of work and/or learning".

Please note these are the minimum requirements. Students who only meet these minimum standards should not expect a grade higher than a PASS.

**Referencing Style**

- [American Psychological Association 6th Edition \(APA 6th edition\)](#)

**Submission**

Online Group

**Submission Instructions**

Each group needs to submit the presentation slides and a written report

**Learning Outcomes Assessed**

- Analytically use specialised knowledge and integrated understanding of the complex nature of global business and economics and in related disciplines
- Interpret the chosen strategy and transmit ideas highlighting the effects of decisions on business performance

**Graduate Attributes**

- Knowledge
- Communication

- Cognitive, technical and creative skills
- Self-management
- Ethical and Professional Responsibility
- Leadership

## 2 Individual assignment on a strategic business management issue determined by the Unit Coordinator

### Assessment Type

Written Assessment

### Task Description

**Critically discuss three key corporate strategies that businesses use for international expansion. In the context of internationalization of business engagements, alliances and joint ventures are widely used. Discuss with examples the recent challenges businesses are facing in managing their international operations.**

#### Please note:

Each student is required to write a critical and analytical argumentative essay on strategic business management and planning issues using contemporary concepts, theories, and models. The students will have to use their cognitive knowledge and practical case examples to develop arguments and substantiate their points of view.

As Masters students, you are required to engage in research as per the Australia Quality Framework (AQF) guidelines. Two specific requirements need to be considered. Students need to demonstrate "a body of knowledge that includes the understanding of recent developments in the discipline and/or area of professional practice, and demonstrate "knowledge of research principles and methods applicable to a field of work and/or learning".

Each unit in your course has a number of required weekly readings in terms of academic texts, journals and business publications that represent the appropriate body of knowledge and recent developments referred to by the AQF.

In order to demonstrate the ability to engage in appropriate research, students should read and utilise these texts and journals and publications, and as Masters students, indicate a willingness to research beyond this minimum standard through additional texts, journals, and studies that demonstrate an ability to engage in independent research.

The students are required to use between 12-16 quality academic references (Academic texts, journals, reports, books etc.).

In order to demonstrate the ability to engage in appropriate research, students should read and utilise these texts and journals and publications, and as Masters students, indicate a willingness to research beyond this minimum standard through additional texts, journals, and studies that demonstrate an ability to engage in independent research.

A professionally written assignment using the APA referencing style

See Moodle for a more detailed assessment rubric.

Late submission and academic misconduct penalties apply as per the university regulations.

Weighting: 30%

Word limit: 2000 words

### Assessment Due Date

Week 9 Friday (15 May 2020) 11:55 pm AEST

Word document via Moodle

### Return Date to Students

Week 10 Monday (18 May 2020)

Marks and Feedback will be available in the Moodle site within 11 business days (excluding university vacation).

### Weighting

30%

### Assessment Criteria

#### Assessment criteria

Ability to conduct internal and external environment analysis with the help of relevant strategic management concepts and tools

Knowledge to apply contemporary theories and debates in assessing the strategic position of a business including the use of literature to justify strategic direction and choice

Calibre of argument and critical insight to defend or justify the decision about relevant strategic choice and direction for the future

Evaluation of constraints and limits to strategies.

Use of at least TWO of analytical tools to further analyse the environment. Internal and external environment analysis with the help of relevant tools.

Application of themes and theories related to and including the use of literature to justify strategic direction and choice

Application and justification of relevant strategic choice and direction for the future

Evaluation of constraints and limits to strategy

The use of between 12-16 quality academic references (Academic texts, journals, etc.)

A professionally written business report using APA referencing style

The criteria are applied in accordance with the university's assessment grading requirements which necessarily include the award of a numerical grade within a range of values specific to the categories of FAIL, PASS, CREDIT, DISTINCTION, & HIGH DISTINCTION.

Students should ensure that they understand the specific research that is required for each assessment piece and

recognise that if they meet this minimum requirement, you will receive the minimum grade for demonstrated research.

Your attention is drawn to the University's stated position on plagiarism. THE WORK OF OTHERS, WHICH IS INCLUDED IN THE ASSIGNMENT MUST BE ATTRIBUTED TO ITS SOURCE.

### Referencing Style

- [American Psychological Association 6th Edition \(APA 6th edition\)](#)

### Submission

Online

### Submission Instructions

Word document via Moodle.

### Learning Outcomes Assessed

- Critically analyse, evaluate and discuss theoretical concepts and principles of strategic business management and change for professional practices
- Apply cognitive and technical skills to reflect on and synthesise complex information, problems, concepts and apply established theories and strategic frameworks to independently develop strategies and implementation plans

### Graduate Attributes

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Research
- Self-management
- Ethical and Professional Responsibility

## 3 A Business Plan for the Board of Directors of Company

### Assessment Type

Report

### Task Description

Writing a strategic business plan for the board of directors. This is an individual assignment.

Each student should write a business plan to set up a business or to expand a business in one of the following countries.

1. United Kingdom (after BREXIT)
2. Germany
3. Italy

### The following structure should be followed.

- An executive summary of the business plan. Marks allocated (5%)
- An introduction covering the business background and the present strategic position. The purpose/objective of developing the business plan needs to be clearly defined. Marks allocated (10%)
- A market research report on the country of your choice with an interpretation and analysis of industry-specific issues. Marks allocated (30%)
- Evaluation of present strategies of your company and identify the strengths that you like to utilise for your business expansion. Marks allocated (15%)
- Future strategies for expansion with justification. Marks allocated (15%)
- Implementation policies that include structure, resources, business value chain, leadership style, and marketing strategies. Marks allocated (15%)
- Conclusion. Marks allocated (10%)

Weighting: 40% weighting of the overall grade

Word limit: 2500 words maximum (excluding preliminaries, references, appendices, tables, and diagrams)

### Assessment Due Date

Week 12 Monday (1 June 2020) 11:55 pm AEST

A business plan prepared for the board of directors for business expansion in one of the European country

**Return Date to Students**

Exam Week Monday (15 June 2020)

As there is no examination in this unit, result of this assignment will not be published before the final grade is approved. An informal feedback can be sought.

**Weighting**

40%

**Assessment Criteria**

As Masters Students, you are required to engage in research as per the Australia Quality Framework (AQF) guidelines. Two specific requirements need to be considered. Students need to demonstrate "a body of knowledge that includes the understanding of recent developments in the discipline and/or area of professional practice, and demonstrate "knowledge of research principles and methods applicable to a field of work and/or learning".

The assessment criteria for assignment three:

The student should demonstrate knowledge, cognitive and technical creative skills to critically analyse, evaluate and discuss theoretical concepts and principles of strategic business management and change for professional practices. They should demonstrate research capability, specialised knowledge and integrated understanding of the complex nature of global business and economics and in related disciplines.

They should have the cognitive and communication skills to reflect on and synthesise complex information, problems, and concepts and apply established theories and strategic frameworks to independently develop strategies and implementation plans

The student should have the ability to Interpret the chosen strategy and transmit ideas highlighting the effects of decisions on business performance.

The student should demonstrate the capacity of independent thinking, expert judgment, adaptability, and responsibility as a business strategist and develop a business plan.

The use of between 12-16 quality academic references (Academic texts, journals, etc)

The business plan needs to be professionally prepared using the APA referencing style.

The criteria are applied in accordance with the university's assessment grading requirements which necessarily include the award of a numerical grade within a range of values specific to the categories of FAIL, PASS, CREDIT, DISTINCTION, & HIGH DISTINCTION.

**Referencing Style**

- [American Psychological Association 6th Edition \(APA 6th edition\)](#)

**Submission**

Online

**Learning Outcomes Assessed**

- Apply cognitive and technical skills to reflect on and synthesise complex information, problems, concepts and apply established theories and strategic frameworks to independently develop strategies and implementation plans
- Apply knowledge and skills to demonstrate the capacity of independent thinking, expert judgement, adaptability and responsibility as a business strategist and develop a business plan.

**Graduate Attributes**

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Research
- Self-management
- Ethical and Professional Responsibility

## Academic Integrity Statement

As a CQUniversity student you are expected to act honestly in all aspects of your academic work.

Any assessable work undertaken or submitted for review or assessment must be your own work. Assessable work is any type of work you do to meet the assessment requirements in the unit, including draft work submitted for review and feedback and final work to be assessed.

When you use the ideas, words or data of others in your assessment, you must thoroughly and clearly acknowledge the source of this information by using the correct referencing style for your unit. Using others' work without proper acknowledgement may be considered a form of intellectual dishonesty.

Participating honestly, respectfully, responsibly, and fairly in your university study ensures the CQUniversity qualification you earn will be valued as a true indication of your individual academic achievement and will continue to receive the respect and recognition it deserves.

As a student, you are responsible for reading and following CQUniversity's policies, including the [Student Academic Integrity Policy and Procedure](#). This policy sets out CQUniversity's expectations of you to act with integrity, examples of academic integrity breaches to avoid, the processes used to address alleged breaches of academic integrity, and potential penalties.

### What is a breach of academic integrity?

A breach of academic integrity includes but is not limited to plagiarism, self-plagiarism, collusion, cheating, contract cheating, and academic misconduct. The Student Academic Integrity Policy and Procedure defines what these terms mean and gives examples.

### Why is academic integrity important?

A breach of academic integrity may result in one or more penalties, including suspension or even expulsion from the University. It can also have negative implications for student visas and future enrolment at CQUniversity or elsewhere. Students who engage in contract cheating also risk being blackmailed by contract cheating services.

### Where can I get assistance?

For academic advice and guidance, the [Academic Learning Centre \(ALC\)](#) can support you in becoming confident in completing assessments with integrity and of high standard.

### What can you do to act with integrity?



#### Be Honest

If your assessment task is done by someone else, it would be dishonest of you to claim it as your own



#### Seek Help

If you are not sure about how to cite or reference in essays, reports etc, then seek help from your lecturer, the library or the Academic Learning Centre (ALC)



#### Produce Original Work

Originality comes from your ability to read widely, think critically, and apply your gained knowledge to address a question or problem