



MGMT20133 *Strategic Business Management*

and Change

Term 3 - 2020

Profile information current as at 30/04/2024 04:42 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 3 - 2020

- Brisbane
- Melbourne
- Online
- Sydney

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](#).

Previous Student Feedback

Feedback, Recommendations and Responses

Every unit is reviewed for enhancement each year. At the most recent review, the following staff and student feedback items were identified and recommendations were made.

Feedback from Students emails Anecdotal feedback in workshops and Zoom sessions

Feedback

Students found the real organisational scenarios., learning activities very practical that enhanced their level of strategic thinking capability and understanding of challenges businesses now confront.

Recommendation

Continue with the use of real organisational scenarios, including international and transformative cases to maintain currency and relevance.

Feedback from Emails Anecdotal feedback and evidence from assignments and reports. enAssignments

Feedback

The use of tools and techniques as an enhancement of analytical capabilities highlighted as valuable

Recommendation

Continue with the use of tools and techniques and ensure the inclusion of new business tools as they become benchmarked practice.

Feedback from Students emails and anecdotal feedback

Feedback

The use of of case study methods as an analytical tool highlighted as very effective.

Recommendation

Incorporate robust contemporary cases on a weekly basis and/or as appropriate according to content needs.

Feedback from MBA Director, Management Discipline

Feedback

Content amendment and unit title change.

Recommendation

Amend contents to accommodate international business and regulatory perspectives. Amend unit title to International Business Strategy and Corporate Transformation.

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- Concepts and Cases

21st Edition (2018)

Authors: Thompson, A.A. Peteraf, M.A; Gamble, J..E and Strickland, A.J.

McGraw Hill Education

New York , USA

ISBN: 9781259732782

Binding: Hardcover

Additional Textbook Information

Copies of the textbook can be purchased at the CQUni Bookshop here: <http://bookshop.cqu.edu.au> (search on the Unit code)

[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 7th Edition \(APA 7th edition\)](#)

For further information, see the Assessment Tasks.

Teaching Contacts

Shahid Khan Unit Coordinator

shahid.khan@cqu.edu.au

Schedule

Week 1: Introduction to Strategic Business Management and Planning - 09 Nov 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.

Make sure you familiarize 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 recommended additional reading (independent study).

In week one, we will discuss the shift in strategic business management approaches and theories. Moreover, we will also discuss the complexity of the business environment, the nature of global competition and the factors that influence the strategic decision-making process.

Please Note: in week one, you are supposed to form groups for a case study discussion and presentation. Selected cases will be posted/referred 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 that 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 Nov 2020

Module/Topic	Chapter	Events and Submissions/Topic
External environmental factors and their impact on strategic vision, mission, and strategy.	The Moodle site contains key documents relating to each week tasks and readings. Read chapter 2 & 3. of Thompson et al., (2018) alongside with other recommended readings available on the Unit Moodle site.	Crafting and executing strategy are the heart and soul of managing a business enterprise. Being a strategy student, you need to know what is involved in the development and execution of a successful strategy. Developing a strategic vision and mission describes the company's purpose, objectives and strategy. In week two, we will discuss the strategy tools that are instrumental in assessing the external factors affecting the nature of competition and identify the key challenges contemporary businesses are confronting. Read the case, Virgin Australia for class discussion (posted on the Unit Moodle site) Please Note: Questions for class discussion in week 2, will be posted on the Moodle site in Week 1. When contacting any member of the teaching team, please ensure the following: 1. Use your CQU student email address. 2. Include a subject line, which contains the unit code (MGMT20133). 3. Clearly state your name and student ID in the email. 4. Make sure you professionally write your email.

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

Module/Topic	Chapter	Events and Submissions/Topic
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Internal resources, competencies, and dynamic capabilities.

You are required to read chapter 4 of Thompson et al., (2018) alongside with other recommended readings available on the Unit Moodle site, and the suggested readings posted/recommended on the Moodle site.
Read the case; Airbnb in 2016: A Business Model for the Sharing Economy for class discussion.

In week 3, we will discuss issues and concepts relating to company resources and competencies. Strategy tools will be used to learn how to assess the company strengths, weaknesses, threats and opportunities.
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.
All students are required to read the case, Airbnb in 2016, case C-6 (Thompson et al. (2018,)
1. Questions for class discussion in week 3, will be posted on the Moodle site in week 2.

Week 4: Competitive Strategies - 30 Nov 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.	Prescribed reading; Chapter 5 & 6 of Thompson et al., (2018) along with other recommended readings available on the Unit Moodle site, and the suggested readings posted/recommended on the Unit Moodle site. The Moodle site contains key documents relating to each week's topic along with a list of additional readings (independent study).	This week discussion will help you 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. Make sure you read the following two cases for class discussion, prior to the workshop/tutorial: 1. Amazon's Path to Becoming the Low-Cost Provider in E-commerce, Capsule 5.1, page 127, in Thompson et al, 21 eds. 2. Kaiser Permanents Vertical Integration Strategy, Capsule 6.4, page 167 in Thompson et al, 21 ed.

Vacation Week - 07 Dec 2020

Module/Topic	Chapter	Events and Submissions/Topic
No classes will be held during this week.	No classes will be held during this week.	No classes will be held during this week.

Week 5: Group Presentations - 14 Dec 2020

Module/Topic	Chapter	Events and Submissions/Topic
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Group presentations

Students are required to form groups in week one.

The Unit Coordinator will allocate cases with questions to each group.

Group activity is to prepare their assigned group presentation. All members of a group must allocate tasks and work collaboratively to make a quality presentation

All groups will make an online (live group presentation) and submit a report on their chosen contemporary organisation.

An outline will be posted on Moodle for guidance.

Groups are required to select a business case (a contemporary organisation) by themselves for their group presentation and report writing. However, groups are supposed to get prior approval from the unit-coordinator on their chosen business case (contemporary organisations).

Each group will make a 15 minutes presentation followed by Q&A during the workshop/tutorial. However, each group have to submit their presentation slides to the Unit Coordinator at least a day before their presentation.

The Unit Coordinator will moderate the presentation sessions and provide feedback on each presentation.

Each group will submit a brief report on presentation after group presentation on the Assessment 1 link on the Unit Moodle site before **11:45 pm (Friday, the 18th December, 2020).**

Group presentation and Report Writing Due: Week 5 Friday (18 Dec 2020) 11:45 pm AEST

Week 6: Strategic Planning for Competing in the International Markets - 21 Dec 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) along with other recommended readings available on the Moodle site.	<p>In week 6, we will discuss International, Global & Multinational Strategies to understand how businesses craft options for different markets. Porter's theory of national competitive advantage will also be discussed to understand how and why a business chooses a particular country and a location within a country. Further, Five major strategy options and three approaches for competing internationally will be critically analysed with examples for a better understanding of the changing nature of international business operations in a highly globalised and interactive global economy.</p> <p>Read the Case, Ford Motor Company: New strategies for international growth, Case 16, Thompson et al. (2018). C237.</p> <p>Questions for class discussion in week 6, will be posted on the Moodle site in week 5.</p>

Vacation Week - 28 Dec 2020

Module/Topic	Chapter	Events and Submissions/Topic
No classes will be held during the university vacation.	No classes will be held during the university vacation.	No classes will be held during the university vacation.

Week 7: Corporate Strategy - Integration, Diversification and Multibusiness Strategies - 04 Jan 2021

Module/Topic	Chapter	Events and Submissions/Topic
Diversification, Integration and Blue Ocean strategy for market expansion.	Read Chapter 8 of Thompson et al., (2018) along with other recommended readings available on the Unit Moodle site. Make sure you are well prepared for the class discussion by reading the case, Harvey Norman.	In this week, we will discuss the main features of the diversification strategies, and the value-creating activities under various corporate strategies. This will help you understand and learn when and why companies consider diversifying activities to create new value chains and how this will be instrumental in increasing stakeholders satisfaction. Make sure you 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 Unit Moodle site.

Week 8: How to Build Organisational Capability To Execute Strategy - 11 Jan 2021

Module/Topic	Chapter	Events and Submissions/Topic
Strategy execution	Read Chapter 10 of Thompson et al., (2018) along with other recommended readings available on the Unit Moodle site. Read Chapters 2 & 7, of Pankaj Ghemawat (2018) Redefining Global Strategy, Harvard Business Review Press (Available on the Unit 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. Please read the following case for class discussion. Which Value Chain Activities Does Apple Outsource and Why? Capsule 10.3, page 307, Thompson et al. (2018).

Week 9: Managing Internal Operations to Promote Good Strategy Execution - 18 Jan 2021

Module/Topic	Chapter	Events and Submissions/Topic
Managing internal organisational activities for executing strategies	Chapter 11 of Thompson et al., (2018) along with other recommended readings available on the Moodle site.	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 Assignment) is due this week @ 11:45 PM (Friday, the 22nd Jan, 2021). Read Case, Southwest Airlines in 2016: Culture, Values and Operating Practices., Case 25, C-311. (Thompson et al. (2018). Individual assignment on a strategic business management issue determined by the Unit Coordinator Due: Week 9 Friday (22 Jan 2021) 11:45 pm AEST

Week 10: Corporate Culture and Leadership - 25 Jan 2021

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) along with other recommended readings available on the Unit Moodle site.

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. Make sure you read the following case for class discussion. 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, Environmental Sustainability, and Strategy - 01 Feb 2021

Module/Topic	Chapter	Events and Submissions/Topic
Ethics, corporate social responsibility, environmental sustainability and business's strategies in the 21st-century.	Read chapter 9 of Thompson et al., (2018) along with other recommended readings available on the Unit Moodle site.	In this week, we will discuss the definition of business ethics, the importance of ethics in modern business, and the impact of ethical standards on crafting and executing the strategy. Make sure you read the following case for class discussion. Conflict Palm Oil and Pepsico's Ethical Dilemma, Case 31 in Thompson et al. (2018); C 422.

Week 12: Unit Review - 08 Feb 2021

Module/Topic	Chapter	Events and Submissions/Topic
Review the learning objectives of this unit. Revisit the key concepts and issues discussed throughout Term 3.		Evaluate the overall performance of the students. Get feedback from the students to assess the lessons learned. This week we will discuss how to write a business plan for the board of directors of a company which will be helpful for your assignment three (which is due in Exam Week (Week 13)).

Exam Week - Assessment 3 - 15 Feb 2021

Module/Topic	Chapter	Events and Submissions/Topic
A Business Plan for the Board of Directors of a Company.		Assignment 3 (Individual Assignment) is due this week @ 11:45 PM (Friday, the 19th Feb, 2021) . A Business Plan for the Board of Directors of Company Due: Exam Week Friday (19 Feb 2021) 11:45 pm AEST

Module/Topic	Chapter	Events and Submissions/Topic
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Assessment Tasks

1 Group presentation and Report Writing

Assessment Type

Group Work

Task Description

Assessment 1: Group presentation and Report Writing

Please note: Assessment 1 is a group activity and is divided into two parts:

Part 1 (Group Presentation) - 50% (15/30 Marks)

Part 2 (Report Writing) - 50% (15/30 Marks)

You are supposed to form a group consisting of 3-5 members. Self-selection is preferred. Make sure you finalise your groups by week two and inform the unit coordinator by sending your group member's name and student IDs. **Also, make sure you choose a contemporary organisation as soon as possible for your group presentation and report writing and get prior approval from the unit-coordinator for your chosen company.**

Please note: you are supposed to deliver your group presentations online during week 5. No pre-recorded group presentations are allowed.

As a group, you are supposed to 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 to each group-member in your group and submit a document responding to each question.

Part 1: (Group Presentation).

Group presentation for 15 minutes.

Each group need to choose an existing business case (contemporary organisation) to study. As a group, you need to conduct...

1. A macro and micro business environment analysis.
2. Research to collect the latest information on your chosen company's business strategy and market position.
3. And list the core competencies by using the five forces model, value chain analysis and competitors' analysis.

Part 2: (Report writing).

Make sure you write a report of 1000 words maximum (excluding preliminaries, references, appendices and tables/diagrams) to address the questions (that you have already addressed in your group presentation).

Groups are required to submit the presentation slides along with the written report on the Assessment 1 link on the Unit Moodle site.

Assessment Due Date

Week 5 Friday (18 Dec 2020) 11:45 pm AEST

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

Return Date to Students

Week 7 Friday (8 Jan 2021)

Feedback on group reports will be given in week 7.

Weighting

30%

Assessment Criteria

1. Introduction (A brief introduction of your group, the organisation, its products and competitors) (20% Marks)
2. A macro and micro business environment analysis (20% Marks)
3. latest information on your chosen company's business strategy and market position (20% Marks)
4. list the core competencies by using the five forces model, value chain analysis and competitors' analysis (20% Marks)

5. Structure, presentation, communication and referencing standards (20% Marks)

Referencing Style

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

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. For example; in the context of internationalisation, business engagements, alliances and joint ventures are widely used by organisations. Discuss with examples the recent challenges businesses are facing in managing their international operations.

Please note:

You are required to write a critical and analytical argumentative essay on strategic business management and planning issues using contemporary concepts, theories, and models. You are supposed to use your cognitive knowledge and practical case examples to develop arguments and substantiate your points of view.

As a Master student, you are required to engage in research as per the Australia Quality Framework (AQF) guidelines. Two specific requirements need to be considered. You 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, you should read and utilise these texts, journals and publications. As a Master student, you need to demonstrate your ability to engage in independent research, over and above, the minimum standard required to pass this unit. In so doing, you are required to use at least **15 (post-2010) quality academic references** (Academic texts, journals, reports, books etc.).

Make sure you submit your assessment on the Assessment 2 submission link on the Unit Moodle site. For a professionally written assignment using the APA referencing style; please see the Unit Moodle site 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 (22 Jan 2021) 11:45 pm AEST

Word document via Moodle

Return Date to Students

Week 11 Friday (5 Feb 2021)

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

Weighting

30%

Assessment Criteria

1. Global business and economic environmental analysis with the help of relevant strategic business management theories and concepts (20% Marks)
2. Critical discussion of the reasons for corporate strategy development for international expansion. Application of contemporary theories related to and including the use of literature to justify recent corporate strategy direction and choice (20% Marks)
3. Application and justification of relevant strategic choice for strategic alliance and joint ventures for international expansion (20% Marks)
4. Evaluation of constraints affecting international operations. Identify the key challenges (20% Marks)
5. Quality of argument and critical insight in analysing international business environment (10% Marks)
6. Written communication and referencing standards (10% Marks)

Referencing Style

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

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

Write 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 new business or to expand an existing business in one of the following countries. Please note: you are supposed to choose a business case by yourself.

1. United Kingdom (after BREXIT)
2. USA
3. China
4. India
5. Russia

Make sure you clearly include the following points in your business report. This is important as each section of your report will be marked according to the weight (marks) assigned to that specific section

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

Weighting: 40% weighting of the overall grade

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

Please Note: you are required to use at least **15 (post-2010) quality academic references** (Academic texts, journals, reports, books etc.).

Penalties apply for exceeding word limit in the written part (1% mark will be deducted from the total mark for Assessment 3 for every 100 words over the allowed 2500 word limit).

Please read the detailed assessment guideline and marking rubric available in the unit's Moodle page before commencing work on assessment 3.

Assessment Due Date

Exam Week Friday (19 Feb 2021) 11:45 pm AEST

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

Return Date to Students

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

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

Referencing Style

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

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