



MGMT20133 *International Business, Strategy and Corporate Transformation*

Term 1 - 2021

Profile information current as at 27/09/2024 10:16 am

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 robotisation advances that make the product 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 the 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 the 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 international business practices and 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 business strategies which are influenced by domestic and international pressures. By considering the challenges facing contemporary businesses, you will examine how international business theories, strategic management concepts, frameworks and tools are used by business executives to develop a business plan and implement effective corporate transformation.

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 36 credit points from core (compulsory) 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 - 2021

- 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).

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: 40%

2. **Report**

Weighting: 60%

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 evaluate concepts and principles of international business, strategic management and corporate transformation
2. Analyse and integrate specialist knowledge pertinent to global business and economic complexity
3. Apply cognitive and technical skills to reflect on and synthesise complex problems and apply strategic frameworks to develop and implement business strategies
4. Communicate corporate strategy highlighting the effects of decisions on business performance
5. Demonstrate business acumen using appropriate strategic and transformative frameworks in a socially responsible manner.

N/A

Alignment of Learning Outcomes, Assessment and Graduate Attributes



Alignment of Assessment Tasks to Learning Outcomes

Assessment Tasks	Learning Outcomes				
	1	2	3	4	5
1 - Group Work - 40%	•	•	•	•	•
2 - Report - 60%	•	•	•	•	•

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 - 40%	○	○		○	○	○	○	
2 - Report - 60%	○	○	○	○	○		○	

Textbooks and Resources

Textbooks

MGMT20133

Prescribed

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

22nd edition (2019)

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

MCGRAW HILL NEW YORK, NY, USA

ISBN: 9781260565744

Binding: Paperback

Additional Textbook Information

Students can buy an e-book from Macgraw-Hill.

The unit coordinator will prescribe chapters and cases for each week's topic.

Articles from high ranking business management journals, World Investment Report, and reports by business associations and research institutions will be suggested/posted on the Moodle site for extra readings.

[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

Quamrul Alam Unit Coordinator

q.alam@cqu.edu.au

Schedule

Week 1: Introduction to International Business Strategy and Corporate Transformation - 08 Mar 2021

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

Make sure you familiarize yourself with the ENTIRE Moodle site and the documents relating to this unit. . There is a prescribed textbook for this unit.
 Thompson, A.A. Peteraf, M.A; Gamble, J..E and Strickland, A.J. (2020). *Crafting and Executing Strategy- Concepts and Cases*, 22nd Edition.McGraw Hill Education, New York.
 Read chapter 1 & 2.
 Reading 1: McKinsey & Company (2021), *Organizing for the future: Nine keys to becoming a future-ready company*, January.
 The Moodle site contains key documents relating to each week tasks and readings. for independent study,

In week one, we will discuss the shifts in international business management environment and the emerging approaches and theories. Moreover, we will also discuss the post-COVID-19 complexity of the business environment, the nature of global competition and the factors that influence the international strategic decision-making process. In each week a case will be discussed at the workshop.
 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,. 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 2: External Environmental Factors Analysis - 15 Mar 2021

Module/Topic	Chapter	Events and Submissions/Topic
External environmental factors and their impact on strategic vision, mission, and the nature of competition in a particular industry/sector.	Read chapter 2 & 3. of Thompson et al., (2020) alongside with other recommended readings available on the Unit Moodle site. McKinsey & Company (2020), <i>Organizing for the Future: Why now?</i> June. Alam, Q and Chowdhury, M (2016), <i>Virgin Australia: Aim to Reposition, in Global Repositioning: Sustainability and Value Creation</i> , TILDE University Press, Melbourne, chapter 17.	Crafting and executing strategy are the heart and soul of managing a business enterprise. Being a student of international business strategy, you need to know what is involved in the development and execution of a successful strategy. Developing a strategic plan you need to understand and analyse the changes in the global business environment. 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. Students should be able to recognize the factors in a company's broad macroenvironment factors that may have strategic significance and identify analytic tools to diagnose the competitive conditions in an industry. and map the opportunities and threats for growth and profitability. Read the case, <i>Virgin Australia</i> 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 before week 1.

Week 3: Evaluating Company Resources, Capabilities and Competencies - 22 Mar 2021

Module/Topic	Chapter	Events and Submissions/Topic
Evaluating a Company's Resources, Capabilities, and Competitiveness	<p>You are required to read chapter 4 of Thompson et al., (2020) alongside with other recommended readings available on the Unit Moodle site, and the suggested readings posted/recommended on the Moodle site.</p> <p>Read the cases Bunnings and Air New Zealand for class discussion.</p>	<p>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.</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, <i>Bunnings- continuous development of a successful formula</i> (posted on the Moodle site).</p> <p><i>Developing core resources and capabilities at Air New Zealand</i> (posted on the Moodle site).</p>

Week 4: Competitive Strategies for Market Positioning - 29 Mar 2021

Module/Topic	Chapter	Events and Submissions/Topic
<p>Generic competitive strategies and the principal elements of each strategy,</p> <p>How to identify the major avenues for achieving a competitive advantage based on chosen strategies.</p> <p>How to assess the relative advantages and the pitfalls of each strategy option.</p>	<p>Prescribed reading; Chapter 5 & 6 of Thompson et al., (2020) along with other recommended readings available or suggested on the Unit Moodle site,.</p> <p>The Moodle site contains key documents relating to each week's topic along with a list of additional readings (independent study).</p>	<p>This week's 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.</p> <p>After the case discussion, you will learn how to explain why some strategies work better in certain kinds of competitive conditions, identify the major avenues for achieving a competitive advantage based on low-cost, differentiation and best-cost provider strategies.</p> <p>Make sure you read the following two cases for class discussion, prior to the workshop/tutorial:</p> <ol style="list-style-type: none">1. Vanguard's Path to Becoming the Low-Cost-Leader in Investment Management, Illustration Capsule 5.1, in Thompson et al., 2020., page 129.Canada's Goose's Focused Differentiation Strategy, Illustration Capsule 5.3, in Thompson et al., 2020., page 141.

Week 5: Strategic Planning for Competing in the International Markets - 05 Apr 2021

Module/Topic	Chapter	Events and Submissions/Topic
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Corporate International Strategies in a Constantly Changing Business Environment.

Read chapter 6 and 7 of Thompson et al., (2020) along with other recommended readings available on the Moodle site.
 Houseman, G (2007), Joseph Stiglitz and the Critique of Free Market Analysis, Challenge, Vol. 49, No. 2 (MARCH-APRIL 2006), pp. 52-62.

In week 5, we will discuss *International, Global & Multinational Strategies* to understand how businesses craft options for different markets. Porter's theory of national competitive advantage and Dunning's (Ownership, Location and Internalisation (OLI) theory will also be discussed to explain 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 interactive global economy.

For class discussion;
 Read the case, Walmart's Expansion into E-Commerce via Horizontal Acquisition, Illustration Capsule 6.3, in Thompson et al. (2020, p, 166).
 Read the case, Walgreens Boots Alliance, Inc: Entering Foreign Markets via AllianceQuestio Followed by Merger, Illustration Capsule 7.1 in Thompson et al., (2020), p. 196.

Vacation Week - 12 Apr 2021

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 6: Group Presentation - 19 Apr 2021

Module/Topic	Chapter	Events and Submissions/Topic
Group presentation	Each group is to prepare their assigned group presentation and submit a report All members of a group must allocate tasks and work collaboratively to make a quality presentation, Questions on cases and an outline will be posted on the Assessment 1 link on the Moodle site.	All groups will make an online (live group presentation) and submit a report on their chosen contemporary business/organisation. An outline will be posted on Moodle for guidance. Groups are required to select a business case from a list recommended by the Unit Coordinator. Groups are required to get prior approval from the Unit Coordinator on their chosen business case.. Each group will make a 15 minutes presentation followed by Q&A during the workshop/tutorial. 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, 23 April 2021).

Group Presentation on a Business Case and Report Due: Week 6 Friday (23 Apr 2021) 11:45 pm AEST

Week 7: Corporate Strategy - Integration, Diversification and Multibusiness Strategies - 26 Apr 2021

Module/Topic	Chapter	Events and Submissions/Topic
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Diversification, Integration and Blue Ocean Strategy for Market Expansion.

Read Chapter 8 of Thompson et al., (2020) along with other recommended readings available on the Unit Moodle site.

Reading:

McKinsey Global Institute (2020), *Risk, resilience and rebalancing in the global value chain.*, August.

Wan, W. P (2005), Country Resource Environments, Firm Capabilities, and Corporate Diversification Strategies*, *Journal of Management Studies*, Vol 42:1.

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 - 03 May 2021

Module/Topic	Chapter	Events and Submissions/Topic
People, Capabilities, and Structure for Strategy Execution	<p>Read Chapter 10 of Thompson et al., (2020) along with other recommended readings available on the Unit Moodle site.</p> <p>Read Chapters 2 & 7, of Pankaj Ghemawat (2018) <i>Redefining Global Strategy</i>, Harvard Business Review Press (Available on the Unit Moodle site).</p>	<p>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 cases for class discussion.</p> <p>Case: Zara's Strategy Execution Capabilities, Illustration Capsule 10.2, in Thompson et al., (2020), p. 304.</p> <p>Case: Management DEvelopment at Deloitte Touche Tohmatsu Limited, Illustration Capsule 10.1, in Thompson et al., (2020), p. 298.</p>

Week 9: Managing Internal Operations to Promote Good Strategy Execution - 10 May 2021

Module/Topic	Chapter	Events and Submissions/Topic
Managing Internal Organisational Activities for Strategy Implementation	<p>Chapter 11 of Thompson et al., (2020) along with other recommended readings available on the Moodle site.</p>	<p>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).</p> <p>Discussion on Assignment 2 (Strategic Plan): How to write a strategic plan.</p> <p>Read Case, IKEA's International Marketing Strategy in China, Case 22, (Thompson et al. (2020).</p>

Week 10: Corporate Culture and Leadership - 17 May 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., (2020) along with other recommended readings available on the Unit Moodle site.
Reading: Mckinsey & Company (2019), *Three keys to faster, better decisions, May*.

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 - 24 May 2021

Module/Topic	Chapter	Events and Submissions/Topic
Ethics, Corporate Social Responsibility, and Business's Strategies in the 21st-Century.	Read chapter 9 of Thompson et al., (2020) along with other recommended readings available on the Unit Moodle site. McKinsey & Company (2020), <i>From there to here: 50 years of thinking on the social responsibility of business</i> , September.	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 cases for class discussion. Case: Ethical Violation at Uber and their Consequences, Illustration Capsule 9.1, in Thompson et al (2020), p, 268. Case: Unilever's Focus on Sustainability, Illustration Capsule 9.4, in Thompson et al.. (2020), P. 282. Conflict Palm Oil and Pepsico's Ethical Dilemma, Case 31 in Thompson et al. (2018); C 422.

Week 12: Corporate Transformation in a New Global Economic Order - 31 May 2021

Module/Topic	Chapter	Events and Submissions/Topic
Reconfiguration of Business Strategies in the Post-COVID-19 World Economy. Shifts in International Trade and Investment Policies.	Lee , H. and Park , D. (2020), <i>Post-covid Asia Deglobalization, Fourth Industrial Revolution, And Sustainable Development</i> , Singapore, 17 December 2020 Park, D (2018), <i>Capitalism in the 21st Century Why Global Capitalism Is Broken and How It Can Be Fixed</i> (Asian Development Bank, Philippines), Singapore, Chapter 1.	Discuss the recent changes in the international business environment in the post -covid environment. Get feedback from the students to assess the lessons learned. A STRATEGIC BUSINESS PLAN FOR THE BOARD OF DIRECTORS OF A COMPANY Due: Week 12 Friday (4 June 2021) 11:45 pm AEST

Review/Exam Week - 07 Jun 2021

Module/Topic	Chapter	Events and Submissions/Topic

1 Group Presentation on a Business Case and Report

Assessment Type

Group Work

Task Description

Students are required to form groups consisting of 3-5 members. 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. 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 presentation - 15 minutes (20 marks).

Group report length: - 1000 words maximum (excluding preliminaries, references, appendices and tables/diagrams). (20 marks)

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

Assessment Due Date

Week 6 Friday (23 Apr 2021) 11:45 pm AEST

Written report and presentation slides

Return Date to Students

Week 9 Friday (14 May 2021)

Feedback on group report and presentation will be provided on Feedback studio

Weighting

40%

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 international business strategy and 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 MBA 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.

Assessment criteria

1. Introduction (A brief history of the case/ organisation, its products and competitors.
2. A macro and micro business environment analysis.
3. Identification of the core competencies by using the five forces model, value chain analysis and competitors' analysis.
4. Critical analysis of the present strategies and market position.
5. Structure of presentation and report.
6. Presentation style/communication
7. A full list of all references used in alphabetical order.

As Masters students you are required to engage in research consistent with the Australia Quality Framework (AQF) guidelines, that establishes the standards for all CQUniversity's Masters courses. Two specific requirements need to be considered: 1. Students need to demonstrate "a body of knowledge that includes the understanding of recent developments in a discipline and/or area of professional practice", and 2. Students must demonstrate "knowledge of research principles and methods applicable to a field of work and/or learning". Each Masters unit has a number of required 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.

As Masters students you are expected to research beyond this minimum standard through additional texts, journals and studies to demonstrate an ability to engage in independent research. Your attention is also drawn to the University's stated position on plagiarism. THE WORK OF OTHERS, WHICH ARE INCLUDED IN THE ASSIGNMENT MUST BE ATTRIBUTED TO ITS SOURCE (a full list of references must be submitted as part of the assessment). Referencing

Referencing Style

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

Submission

Online Group

Submission Instructions

Please save and upload your file in a Word document via the assessment link on Moodle site

Graduate Attributes

- Knowledge
- Communication
- Research
- Self-management
- Ethical and Professional Responsibility
- Leadership

Learning Outcomes Assessed

- Critically evaluate concepts and principles of international business, strategic management and corporate transformation
- Analyse and integrate specialist knowledge pertinent to global business and economic complexity
- Apply cognitive and technical skills to reflect on and synthesise complex problems and apply strategic frameworks to develop and implement business strategies
- Communicate corporate strategy highlighting the effects of decisions on business performance
- Demonstrate business acumen using appropriate strategic and transformative frameworks in a socially responsible manner.

2 A STRATEGIC BUSINESS PLAN FOR THE BOARD OF DIRECTORS OF A 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. the USA
3. India
4. Indonesia

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 (see marking rubric)

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: 60% 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 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.

Referencing Style

American Psychological Association 7th Edition (APA 7th edition)

Assessment Due Date

Week 12 Friday (4 June 2021) 11:45 pm AEST

A strategic business plan to set up a business in any of the nominated country

Return Date to Students

Week 12 Friday (4 June 2021)

Feedback will be provided on Feedback studio

Weighting

60%

Assessment Criteria

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
8. References (at least 15)

As Masters students, you are required to engage in research consistent with the Australia Quality Framework (AQF) guidelines, that establishes the standards for all CQUniversity's Masters courses. Two specific requirements need to be considered: 1. Students need to demonstrate "a body of knowledge that includes the understanding of recent developments in a discipline and/or area of professional practice", and 2. Students must demonstrate "knowledge of research principles and methods applicable to a field of work and/or learning". Each Masters unit has a number of required 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.

As Masters students you are expected to research beyond this minimum standard through additional texts, journals and studies to demonstrate an ability to engage in independent research. Your attention is also drawn to the University's stated position on plagiarism. THE WORK OF OTHERS, WHICH ARE INCLUDED IN THE ASSIGNMENT MUST BE ATTRIBUTED TO ITS SOURCE (a full list of references must be submitted as part of the assessment). Referencing

Referencing Style

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

Submission

Online

Submission Instructions

Please save and upload your file in a Word document via the assessment link on Moodle site

Graduate Attributes

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Research
- Self-management
- Leadership

Learning Outcomes Assessed

- Critically evaluate concepts and principles of international business, strategic management and corporate transformation
- Analyse and integrate specialist knowledge pertinent to global business and economic complexity
- Apply cognitive and technical skills to reflect on and synthesise complex problems and apply strategic frameworks to develop and implement business strategies
- Communicate corporate strategy highlighting the effects of decisions on business performance
- Demonstrate business acumen using appropriate strategic and transformative frameworks in a socially responsible manner.

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